



# Centennial Financial



# ALL FUNDS SUMMARY

## Fund Balance, Financial Sources & Uses by Fund

Fund	2019 Actual	2020 Actual	2021 Adopted	2022 Budget	CHANGE	
					\$	%
<b>General Fund</b>						
Beginning Fund Balance	\$ 33,107,112	\$ 37,423,777	\$ 38,838,187	\$ 22,578,178	\$ (16,260,009)	-42%
Revenues	79,358,977	71,978,621	58,702,800	71,150,290	12,447,490	21%
Other Financing Sources, Transfers In						
Transfer In From Land Use Fund	1,453,666	1,151,294	281,440	160,090	(121,350)	-43%
<b>Total Sources</b>	<b>113,919,755</b>	<b>110,553,692</b>	<b>97,822,427</b>	<b>93,888,558</b>	<b>(3,933,869)</b>	<b>-4%</b>
Expenditures	62,353,957	65,386,842	57,977,760	63,310,160	5,332,400	9%
Other Financing Uses, Transfers Out						
Transfer Out To Street Fund	-	5,348,510	3,000,000	12,000,000	9,000,000	300%
Transfer Out To Capital Improvement Fund	13,000,000	-	-	-	-	N/A
Transfer Out To Land Use Fund	826,124	710,153	-	-	-	N/A
Transfer Out To Fiber Fund	315,897	270,000	-	-	-	N/A
Ending Fund Balance	37,423,777	38,838,187	36,844,667	18,578,398	(18,266,269)	-50%
<i>Committed Fund Balance</i>	-	-	-	1,928,000	1,928,000	N/A
<i>Uncommitted Fund Balance</i>	37,423,777	38,838,187	36,844,667	16,650,398	(20,194,269)	-55%
<b>Total Uses</b>	<b>113,919,755</b>	<b>110,553,692</b>	<b>97,822,427</b>	<b>93,888,558</b>	<b>(3,933,869)</b>	<b>-4%</b>
<b>Street Fund</b>						
Beginning Fund Balance	-	-	24,682,789	52,696,499	28,013,710	113%
Revenues	-	14,386,653	14,115,000	16,110,000	1,995,000	14%
Other Financing Sources, Transfers In						
Transfer In From General Fund	-	5,348,510	3,000,000	12,000,000	3,000,000	300%
Transfer In From Capital Improvement Fund	-	22,469,000	2,000,000	6,500,000	4,500,000	225%
<b>Total Sources</b>	<b>-</b>	<b>42,204,163</b>	<b>43,797,789</b>	<b>87,306,499</b>	<b>43,508,710</b>	<b>99%</b>
Expenditures	-	17,521,374	29,348,330	38,158,450	8,810,120	30%
Ending Fund Balance	-	24,682,789	14,449,459	49,148,049	34,698,590	240%
<i>Operating Reserve</i>	-	-	2,072,810	2,649,730	576,920	28%
<i>Committed Fund Balance Long Term Projects</i>	-	-	10,400,000	40,050,000	29,650,000	285%
<i>Uncommitted Fund Balance</i>	-	24,682,789	1,976,649	6,448,319	4,471,670	226%
<b>Total Uses</b>	<b>-</b>	<b>42,204,163</b>	<b>43,797,789</b>	<b>87,306,499</b>	<b>43,508,710</b>	<b>99%</b>
<b>Capital Improvement Fund</b>						
Beginning Fund Balance	42,886,009	47,956,237	24,176,237	20,364,577	(3,811,660)	-16%
Revenues	765,941	-	-	-	-	N/A
Other Financing Sources, Transfers In						
Transfer In From General Fund	13,000,000	-	-	-	-	N/A
<b>Total Sources</b>	<b>56,651,950</b>	<b>47,956,237</b>	<b>24,176,237</b>	<b>20,364,577</b>	<b>(3,811,660)</b>	<b>-16%</b>
Expenditures	8,695,713	\$1,311,000	\$3,629,120	\$4,985,340	\$1,356,220	37%
Other Financing Uses, Transfers Out						
Transfer Out To Street Fund	-	22,469,000	2,000,000	6,500,000	4,500,000	225%
Ending Fund Balance	47,956,237	24,176,237	18,547,117	8,879,237	(9,667,880)	-52%
<i>Committed Fund Balance Building Reserve</i>	-	-	2,000,000	3,000,000	1,000,000	50%
<i>Uncommitted Fund Balance</i>	47,956,237	24,176,237	16,547,117	5,879,237	(10,667,880)	-64%
<b>Total Uses</b>	<b>56,651,950</b>	<b>47,956,237</b>	<b>24,176,237</b>	<b>20,364,577</b>	<b>(3,811,660)</b>	<b>-16%</b>
<b>Open Space Fund</b>						
Beginning Fund Balance	10,987,821	13,641,759	15,036,249	16,225,449	1,189,200	8%
Revenues	3,294,173	3,403,298	5,650,000	5,800,200	150,200	3%
<b>Total Sources</b>	<b>14,281,994</b>	<b>17,045,057</b>	<b>20,686,249</b>	<b>22,025,649</b>	<b>1,339,400</b>	<b>6%</b>
Expenditures	640,237	2,008,808	9,326,500	12,404,410	3,077,910	33%
Ending Fund Balance	13,641,757	15,036,249	11,359,749	9,621,239	(1,738,510)	-15%
<i>Committed Fund Balance Long Term Projects</i>	-	-	7,339,100	7,304,150	(34,950)	0%
<i>Uncommitted Fund Balance</i>	13,641,757	15,036,249	4,020,649	2,317,089	(1,703,560)	-42%
<b>Total Uses</b>	<b>\$ 14,281,994</b>	<b>\$ 17,045,057</b>	<b>\$ 20,686,249</b>	<b>\$ 22,025,649</b>	<b>\$ 1,339,400</b>	<b>6%</b>

# ALL FUNDS SUMMARY

Fund	2019 Actual	2020 Actual	2021 Adopted	2022 Budget	CHANGE	
					\$	%
<b>Conservation Trust Fund</b>						
Beginning Fund Balance	\$ 3,139,533	\$ 3,355,811	\$ 3,504,556	\$ 3,714,556	\$ 210,000	6%
Revenues	808,968	629,459	640,000	635,000	(5,000)	-1%
<b>Total Sources</b>	<b>3,948,501</b>	<b>3,985,270</b>	<b>4,144,556</b>	<b>4,349,556</b>	<b>205,000</b>	<b>5%</b>
Expenditures	592,692	480,714	455,000	600,000	145,000	32%
Ending Fund Balance	3,355,809	3,504,556	3,689,556	3,749,556	60,000	2%
<b>Total Uses</b>	<b>3,948,501</b>	<b>3,985,270</b>	<b>4,144,556</b>	<b>4,349,556</b>	<b>205,000</b>	<b>5%</b>
<b>Land Use Fund</b>						
Beginning Fund Balance	-	-	-	-	-	N/A
Revenues	4,026,345	3,709,446	3,776,000	4,103,000	327,000	9%
Other Financing Sources, Transfers In Transfer In From General Fund	826,124	710,153	-	-	-	N/A
<b>Total Sources</b>	<b>4,852,469</b>	<b>4,419,599</b>	<b>3,776,000</b>	<b>4,103,000</b>	<b>327,000</b>	<b>9%</b>
Expenditures	3,398,803	3,268,305	3,494,560	3,942,910	448,350	13%
Other Financing Uses, Transfers Out Transfer Out to General Fund	1,453,666	1,151,294	281,440	160,090	(121,350)	-43%
Ending Fund Balance	-	-	-	-	-	N/A
<b>Total Uses</b>	<b>4,852,469</b>	<b>4,419,599</b>	<b>3,776,000</b>	<b>4,103,000</b>	<b>327,000</b>	<b>9%</b>
<b>Fiber Fund</b>						
Beginning Cash Balance	-	214,900	892,540	1,037,539	144,999	16%
Revenues	62,120	97,522	35,130	38,190	3,060	9%
Other Financing Sources, Transfers In Transfer In From General Fund	315,897	270,000	270,000	-	(270,000)	-100%
<b>Total Sources</b>	<b>378,017</b>	<b>582,422</b>	<b>1,197,670</b>	<b>1,075,729</b>	<b>(121,941)</b>	<b>-10%</b>
Expenditures	232,588	294,060	305,000	455,000	150,000	49%
Ending Cash Balance	145,429	288,362	892,670	620,729	(271,941)	-30%
<b>Total Uses</b>	<b>378,017</b>	<b>582,422</b>	<b>1,197,670</b>	<b>1,075,729</b>	<b>(121,941)</b>	<b>-10%</b>
<b>Antelope General Improvement District</b>						
Beginning Fund Balance	103,550	81,996	65,959	59,109	(6,850)	-10%
Revenues	168,047	166,202	183,500	183,400	(100)	0%
<b>Total Sources</b>	<b>271,597</b>	<b>248,198</b>	<b>249,459</b>	<b>242,509</b>	<b>(6,950)</b>	<b>-3%</b>
Expenditures	189,598	182,239	189,250	191,250	2,000	1%
Ending Fund Balance	81,999	65,959	60,209	51,259	(8,950)	-15%
<b>Total Uses</b>	<b>271,597</b>	<b>248,198</b>	<b>249,459</b>	<b>242,509</b>	<b>(6,950)</b>	<b>-3%</b>
<b>Cherry Park General Improvement District</b>						
Beginning Fund Balance	72,695	110,323	146,621	175,041	28,420	19%
Revenues	64,342	62,825	63,800	66,350	2,550	4%
<b>Total Sources</b>	<b>137,037</b>	<b>173,148</b>	<b>210,421</b>	<b>241,391</b>	<b>30,970</b>	<b>15%</b>
Expenditures	26,718	26,527	53,250	53,330	80	0%
Ending Fund Balance	110,319	146,621	157,171	188,061	30,890	20%
<b>Total Uses</b>	<b>137,037</b>	<b>173,148</b>	<b>210,421</b>	<b>241,391</b>	<b>30,970</b>	<b>15%</b>
<b>Foxridge General Improvement District</b>						
Beginning Fund Balance	278,323	310,876	2,014,326	471,316	(1,543,010)	-77%
Revenues	78,808	2,029,320	213,650	211,100	(2,550)	-1%
<b>Total Sources</b>	<b>357,131</b>	<b>2,340,196</b>	<b>2,227,976</b>	<b>682,416</b>	<b>(1,545,560)</b>	<b>-69%</b>
Expenditures	48,520	325,870	1,061,210	186,980	(874,230)	-82%
Ending Fund Balance	308,611	2,014,326	1,166,766	495,436	(671,330)	-58%
<b>Total Uses</b>	<b>\$ 357,131</b>	<b>\$ 2,340,196</b>	<b>\$ 2,227,976</b>	<b>\$ 682,416</b>	<b>\$ (1,545,560)</b>	<b>-69%</b>

# ALL FUNDS SUMMARY

Fund	2019 Actual	2020 Actual	2021 Adopted	2022 Budget	CHANGE	
					\$	%
<b>Walnut Hills General Improvement District</b>						
Beginning Fund Balance	\$ 600,868	\$ 664,962	\$ 723,815	\$ 731,455	\$ 7,640	1%
Revenues	116,257	99,342	103,000	103,100	100	0%
<b>Total Sources</b>	<b>717,125</b>	<b>764,304</b>	<b>826,815</b>	<b>834,555</b>	<b>7,740</b>	<b>1%</b>
Expenditures	52,163	40,489	120,250	126,000	5,750	5%
Ending Fund Balance	664,963	723,815	706,565	708,555	1,990	0%
<b>Total Uses</b>	<b>717,125</b>	<b>764,304</b>	<b>826,815</b>	<b>834,555</b>	<b>7,740</b>	<b>1%</b>
<b>Willow Creek General Improvement District</b>						
Beginning Fund Balance	-	-	4,942,271	4,607,381	(334,890)	N/A
Revenues	-	5,181,492	299,890	307,550	7,660	3%
<b>Total Sources</b>	<b>-</b>	<b>5,181,492</b>	<b>5,242,161</b>	<b>4,914,931</b>	<b>(327,230)</b>	<b>-6%</b>
Expenditures	-	239,221	4,956,290	4,886,450	(69,840)	-1%
Ending Fund Balance	-	4,942,271	285,871	28,481	(257,390)	-90%
<b>Total Uses</b>	<b>-</b>	<b>5,181,492</b>	<b>5,242,161</b>	<b>4,914,931</b>	<b>(327,230)</b>	<b>-6%</b>
<b>Centennial Urban Redevelopment Authority</b>						
Beginning Fund Balance	447,370	391,363	451,565	41,865	(409,700)	-91%
Revenues	5,881,797	5,543,152	5,992,500	6,260,500	268,000	4%
<b>Total Sources</b>	<b>6,329,167</b>	<b>5,934,515</b>	<b>6,444,065</b>	<b>6,302,365</b>	<b>(141,700)</b>	<b>-2%</b>
Expenditures	5,937,804	5,482,950	6,350,700	6,260,500	(90,200)	-1%
Ending Fund Balance	391,362	451,565	93,365	41,865	(51,500)	-55%
<b>Total Uses</b>	<b>\$ 6,329,167</b>	<b>\$ 5,934,515</b>	<b>\$ 6,444,065</b>	<b>\$ 6,302,365</b>	<b>\$ (141,700)</b>	<b>-2%</b>
<b>ALL FUNDS</b>						
Beginning Fund Balance	\$ 91,623,281	\$ 104,152,004	\$ 115,475,113	\$ 122,702,964	\$ 7,227,850	6%
<b>Revenues</b>	<b>94,625,775</b>	<b>107,287,331</b>	<b>89,775,270</b>	<b>104,968,680</b>	<b>15,193,410</b>	<b>17%</b>
Other Financing Sources, Transfers In						
GF Transfer In From LUF	1,453,666	1,151,294	281,440	160,090	(121,350)	-43%
LUF Transfer In From GF	826,124	710,153	-	-	-	N/A
Fiber Fund Transfer In From GF	315,897	270,000	270,000	-	(270,000)	-100%
CIF Transfer In From GF	13,000,000	-	-	-	-	N/A
Street Fund Transfer In From GF	-	5,348,510	3,000,000	12,000,000	9,000,000	300%
Street Fund Transfer In From CIF	-	22,469,000	2,000,000	6,500,000	4,500,000	225%
<b>Total Transfers In</b>	<b>15,595,687</b>	<b>29,948,957</b>	<b>5,551,440</b>	<b>18,660,090</b>	<b>13,108,650</b>	<b>236%</b>
<b>TOTAL SOURCES - ALL FUNDS</b>	<b>201,844,743</b>	<b>241,388,292</b>	<b>210,801,823</b>	<b>246,331,734</b>	<b>35,529,910</b>	<b>17%</b>
<b>Expenditures</b>	<b>82,168,793</b>	<b>96,568,399</b>	<b>117,267,220</b>	<b>135,560,780</b>	<b>18,293,560</b>	<b>16%</b>
Other Financing Uses, Transfers Out						
GF Transfer Out to Street Fund	-	5,348,510	3,000,000	12,000,000	9,000,000	300%
GF Transfer Out to CIF	13,000,000	-	-	-	-	N/A
GF Transfer Out to LUF	826,124	710,153	-	-	-	N/A
GF Transfer Out to Fiber Fund	315,897	270,000	-	-	-	N/A
LUF Transfer Out to GF	1,453,666	1,151,294	281,440	160,090	(121,350)	-43%
CIF Transfer Out to Street Fund	-	22,469,000	2,000,000	6,500,000	4,500,000	225%
<b>Total Transfers Out</b>	<b>15,595,687</b>	<b>29,948,957</b>	<b>5,281,440</b>	<b>18,660,090</b>	<b>13,378,650</b>	<b>253%</b>
Ending Fund Balance	135,271,636	174,768,850	98,816,043	129,431,044	30,615,000	31%
Operating Reserve	-	-	2,072,810	2,649,730	576,920	28%
Committed Fund Balance	-	-	19,739,100	52,282,150	32,543,050	165%
Uncommitted Fund Balance	135,271,636	174,768,850	77,004,133	74,499,164	(2,504,970)	-3%
<b>TOTAL USES - ALL FUNDS</b>	<b>\$ 201,844,743</b>	<b>\$ 241,388,292</b>	<b>\$ 210,801,823</b>	<b>\$ 246,331,734</b>	<b>\$ 35,529,910</b>	<b>17%</b>

# OPERATING FUNDS SUMMARY

## Fund Description, Revenues & Expenditures

### General

Used for all resources and expenditures except those required to be accounted for in another fund.

### Street

Created during the 2020 fiscal year for the purpose of accepting revenues from restricted sources in order to fund the construction and maintenance of the City's streets, sidewalks, and traffic infrastructure.

### Open Space

Operates in tandem with the Conservation Trust Fund in order to preserve open spaces within Arapahoe County. Resources may be used to acquire new open space and parklands, as well as oversee improvements to the existing parks and trails network.

### Capital Improvement

Funded through transfers from the General Fund and may be used for the construction, replacement, and major repairs of capital assets.

### Land Use

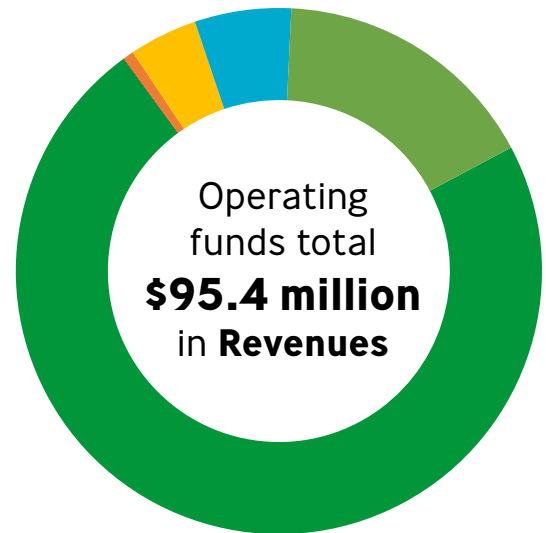
Provides services that work to enforce the City's regulations and implement the City's vision with the goal of enhancing quality of life within the community.

### Conservation Trust

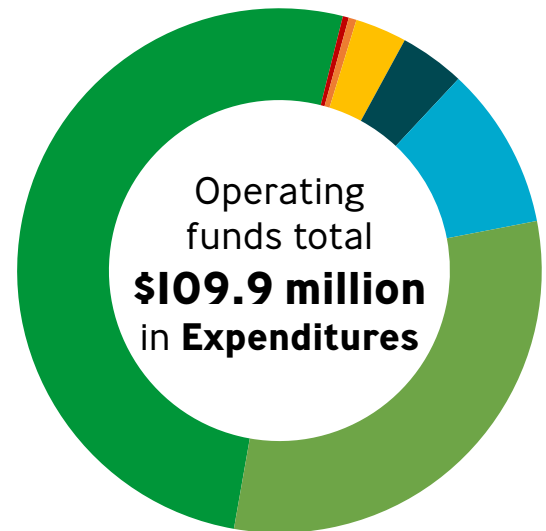
Operates in tandem with the Open Space Fund in order to acquire, develop, and maintain new conservation sites, and fund capital improvements for recreation purposes.

### Fiber

Supports the operation and maintenance costs associated with the City's fiber optic backbone network which connects key sites that tie into the City's infrastructure with the goal of providing better services for Centennial residents.



**General Fund - \$71.2M (75%)**  
**Street Fund - \$14.1M (17%)**  
**Open Space Fund - \$5.7M (7%)**  
**Land Use Fund - \$3.8M (5%)**  
**Conservation Trust Fund - \$0.6M (1%)**



**General Fund - \$63.3M (58%)**  
**Street Fund - \$29.3M (28%)**  
**Open Space Fund - \$9.3M (9%)**  
**Capital Improvement Fund - \$3.6M (3%)**  
**Land Use Fund - \$3.5M (3%)**  
**Conservation Trust Fund - \$0.5M (<1%)**  
**Fiber Fund - \$0.3M (<1%)**



# STAFF RESOURCES

## City Staff Summary by Fund & Department

### CITY EMPLOYEES AND BENEFITS

The City has 89.0 authorized Full-Time Equivalent (FTE) position (exempt and non-exempt in the 2022 Budget). Contract employees are not included in the FTE count as they are not City employees. Centennial neither recognizes nor bargains with any employee union.

A benchmark survey is conducted each year using a variety of resources to establish salary adjustments. Employees are eligible to receive salary increases based on individual performance. Actual salaries and benefits are calculated assuming that each authorized position is filled for the entire Budget period at the current salary level.

Benefits provided to City employees include paid time off and paid holidays. Health care benefits include medical, dental and vision insurance; disability plans; and life insurance. The City offers pre-tax options on health insurance premiums, flexible spending accounts under Section 125 of the Internal Revenue Code, and 401(a) and 457 retirement savings plans.

### CONTRACTORS

Centennial contracts with private entities and builds partnerships with neighboring jurisdictions to provide services to the citizens of Centennial. Many of the City's core services, including Law Enforcement and Public Works, are contracted using third-party service providers.

A major goal of the City is to provide responsive government. The City has a 24-hour, seven-day-a-week citizen response center that is ready to respond to the needs of the community. The utilization of contractors for government services provides flexibility in responding to the changing needs of the community.

Department/Division	2019 FTE	2020 FTE	2021 FTE	2022 FTE	2021 FTE / 2022 Budget
<b>General Fund</b>					
Elected Officials	-	-	-	-	-
City Clerk's Office	3.50	3.50	4.00	5.00	1.00
City Manager's Office/Economic Development	6.00	7.00	7.00	9.00	2.00
Finance	13.50	13.50	13.50	14.00	0.50
Human Resources	2.00	2.00	2.00	2.00	-
Office of Technology & Innovation	12.50	15.50	15.50	16.50	1.00
Communications	5.00	5.00	5.00	5.00	-
Office of Strategic Initiatives	7.00	7.00	7.00	5.00	(2.00)
Municipal Court	4.00	4.00	4.00	3.00	(1.00)
Community Development Administration	3.00	4.00	4.00	4.00	-
Public Works	5.50	6.50	6.50	6.50	-
<b>Land Use Fund</b>					
Building and Planning	7.00	7.00	7.00	19.00	12.00
<b>TOTAL</b>	<b>69.00</b>	<b>75.00</b>	<b>75.50</b>	<b>89.00</b>	<b>13.50</b>

# STAFF RESOURCES

Department/Division	2019 FTE	2020 FTE	2021 FTE	2022 FTE	2021 FTE / 2022 Proposed	Salary Range Low	Salary Range High	2022 Department
<b>General Fund</b>								
<b>Elected Officials</b>								
Mayor	-	-	-	-	-	\$ 16,008	\$ 16,008	Elected Officials
Mayor Pro Tem	-	-	-	-	-	13,008	13,008	Elected Officials
Council Members	-	-	-	-	-	12,000	12,000	Elected Officials
<b>Elected Officials</b>	-	-	-	-	-			
<b>City Clerk's Office</b>								
City Clerk/Director of Municipal Court	1.00	1.00	0.50	0.50	-	\$ 114,400	\$ 171,600	City Clerk's Office
Deputy City Clerk/Licensing Administrator	1.00	1.00	1.00	1.00	-	58,600	82,000	City Clerk's Office
Records/Data Management Specialist	1.00	1.00	1.00	1.00	-	58,600	82,000	City Clerk's Office
Administrative Coordinator Clerk/Court	-	-	0.50	0.50	-	44,400	62,200	City Clerk's Office
Assistant City Clerk	-	-	-	1.00	1.00	38,900	54,500	City Clerk's Office
Passport Clerk	0.50	0.50	1.00	1.00	-	35,300	47,700	City Clerk's Office
<b>City Clerk's Office</b>	3.50	3.50	4.00	5.00	1.00			
<b>City Manager's Office</b>								
City Manager	1.00	1.00	1.00	1.00	-	\$ 200,000	\$ 250,000	City Manager's Office
Deputy City Manager	1.00	1.00	1.00	1.00	-	131,200	196,800	City Manager's Office
Assistant City Manager	1.00	1.00	1.00	1.00	-	131,200	196,800	City Manager's Office
Executive Assistant to City Manager/Mayor	1.00	1.00	1.00	1.00	-	58,600	82,000	City Manager's Office
Neighborhood Services Administrator	-	1.00	1.00	-	(1.00)	75,000	105,000	City Manager's Office
Strategic Advisor - Transportation and Mobility	-	-	-	1.00	1.00	67,800	95,000	City Manager's Office
Economic Development Director	1.00	1.00	1.00	1.00	-	114,400	171,600	Economic Development
Senior Economic Developer	1.00	1.00	1.00	1.00	-	75,000	105,000	Economic Development
Redevelopment Specialist	-	-	-	1.00	1.00	58,600	82,000	Economic Development
Economic Development Specialist	-	-	-	1.00	1.00	58,600	82,000	Economic Development
<b>City Manager's Office</b>	6.00	7.00	7.00	9.00	2.00			
<b>Finance</b>								
Finance Director	1.00	1.00	1.00	1.00	-	\$ 131,200	\$ 196,800	Finance
Deputy Finance Director	1.00	1.00	1.00	1.00	-	91,800	133,000	Finance
Revenue Manager	1.00	1.00	1.00	1.00	-	91,800	133,000	Finance
Purchasing Manager	1.00	1.00	1.00	1.00	-	67,800	95,000	Finance
Senior Accountant	2.00	2.00	1.00	1.00	-	67,800	95,000	Finance
Accountant	1.00	1.00	1.00	2.00	1.00	58,600	82,000	Finance
Financial Analyst	1.00	1.00	1.00	1.00	-	58,600	82,000	Finance
Finance Assistant/Payroll Specialist	1.00	1.00	1.00	1.00	-	44,400	62,200	Finance
Buyer/Purchasing Specialist	-	-	1.00	1.00	-	51,700	72,300	Finance
Sales & Use Tax Technician	2.00	2.00	2.00	2.00	-	44,400	62,200	Finance
Payroll Specialist	0.50	0.50	0.50	-	(0.50)	44,400	62,200	Finance
Accounting Technician	2.00	2.00	2.00	2.00	-	38,900	54,500	Finance
<b>Finance</b>	13.50	13.50	13.50	14.00	0.50			
<b>Human Resources</b>								
Human Resources Director	1.00	1.00	1.00	1.00	-	\$ 114,400	\$ 171,600	Human Resources
Human Resources Generalist/Recruiting Manager	1.00	1.00	1.00	1.00	-	67,800	95,000	Human Resources
<b>Human Resources</b>	2.00	2.00	2.00	2.00	-			
<b>Office of Technology &amp; Innovation</b>								
Director of Innovation & Technology	1.00	1.00	1.00	1.00	-	\$ 114,400	\$ 171,600	Office of Technology & Innovation
Administrative Assistant IV	0.50	0.50	0.50	0.50	-	44,400	62,200	Office of Technology & Innovation
Enterprise Services Manager	1.00	1.00	1.00	1.00	-	86,400	129,600	Office of Technology & Innovation
Business Analyst	1.00	1.00	1.00	1.00	-	57,200	85,800	Office of Technology & Innovation
Financial Enterprise System Analyst	-	-	-	1.00	1.00	64,000	96,000	Office of Technology & Innovation
Applications Specialist	1.00	2.00	2.00	2.00	-	64,000	96,000	Office of Technology & Innovation
Client Services Manager	1.00	1.00	1.00	1.00	-	74,400	111,600	Office of Technology & Innovation
Client Systems Administrator	1.00	1.00	1.00	1.00	-	64,000	96,000	Office of Technology & Innovation
Senior Infrastructure & Operations Engineer	1.00	1.00	1.00	1.00	-	100,100	150,100	Office of Technology & Innovation
Senior Data Architect	1.00	1.00	1.00	1.00	-	86,400	129,600	Office of Technology & Innovation
System Administrator	1.00	1.00	1.00	1.00	-	64,000	96,000	Office of Technology & Innovation
Analytical Services Manager	1.00	1.00	1.00	1.00	-	86,400	129,600	Office of Technology & Innovation
GIS Analyst	1.00	1.00	1.00	1.00	-	53,300	74,500	Office of Technology & Innovation
Senior GIS Analyst	1.00	1.00	1.00	1.00	-	64,000	96,000	Office of Technology & Innovation
Cyber Security Architect	-	1.00	1.00	1.00	-	100,100	150,100	Office of Technology & Innovation
Junior Database Administrator	-	1.00	-	-	-	64,000	96,000	Office of Technology & Innovation
SQL Developer	-	-	1.00	1.00	-	57,200	85,800	Office of Technology & Innovation
<b>Office of Technology &amp; Innovation</b>	12.50	15.50	15.50	16.50	1.00			

# STAFF RESOURCES

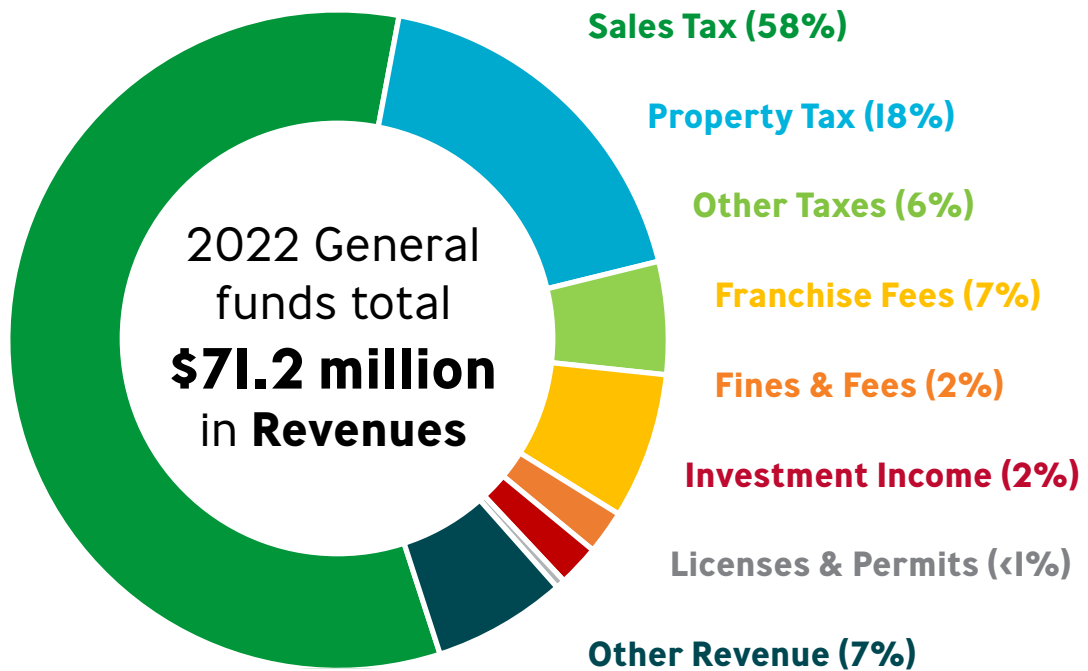
Department/Division	2019 FTE	2020 FTE	2021 FTE	2022 FTE	2021 FTE / 2022 Proposed	Salary Range Low	Salary Range High	2022 Department
<b>General Fund</b>								
<b>Communications</b>								
Communications Director	1.00	1.00	1.00	1.00	-	\$ 114,400	\$ 171,600	Communications
Customer Engagement Manager	1.00	1.00	1.00	1.00	-	67,800	95,000	Communications
Program Coordinator	1.00	1.00	1.00	1.00	-	51,700	72,300	Communications
Public Engagement Specialist	1.00	1.00	1.00	1.00	-	51,700	72,300	Communications
Communications Coordinator	1.00	1.00	1.00	1.00	-	44,400	62,200	Communications
<b>Communications</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>			
<b>Office of Strategic Initiatives</b>								
Strategic Initiatives Director	1.00	1.00	1.00	1.00	-	\$ 114,400	\$ 171,600	Office of Strategic Initiatives
Senior Management Analyst	2.00	2.00	2.00	2.00	-	67,800	95,000	Office of Strategic Initiatives
Management Analyst	1.00	1.00	1.00	1.00	-	58,600	82,000	Office of Strategic Initiatives
Innovation Team Data Analyst	2.00	2.00	-	-	-	58,600	82,000	Office of Strategic Initiatives
Innovation UI/UX Designer	1.00	1.00	1.00	1.00	-	58,600	82,000	Office of Strategic Initiatives
Strategic Advisor - Transportation and Mobility	-	-	1.00	-	(1.00)	67,800	95,000	Office of Strategic Initiatives
Strategic Advisor - Organizational Excellence	-	-	1.00	-	(1.00)	67,800	95,000	Office of Strategic Initiatives
<b>Office of Strategic Initiatives</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>5.00</b>	<b>(2.00)</b>			
<b>Municipal Court</b>								
City Clerk/Director of Municipal Court	-	-	-	0.50	0.50	\$ 114,400	\$ 171,600	Municipal Court
Court Administrator	1.00	1.00	1.00	-	(1.00)	91,800	133,000	Municipal Court
Administrative Coordinator Clerk/Court	1.00	1.00	1.00	0.50	(0.50)	44,400	62,200	Municipal Court
Senior Court Clerk	-	-	-	1.00	1.00	51,700	72,300	Municipal Court
Deputy Court Clerk II	1.00	1.00	2.00	-	(2.00)	44,400	62,200	Municipal Court
Deputy Court Clerk I	1.00	1.00	-	1.00	1.00	38,900	54,500	Municipal Court
<b>Municipal Court</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>3.00</b>	<b>(1.00)</b>			
<b>Public Works</b>								
Director of Public Works	1.00	1.00	1.00	1.00	-	\$ 114,400	\$ 171,600	Public Works
Engineer Manager	1.00	1.00	1.00	1.00	-	96,300	139,700	Public Works
Engineer II	1.00	1.00	1.00	1.00	-	75,000	105,000	Public Works
Engineer I	-	1.00	1.00	1.00	-	67,800	95,000	Public Works
Construction Inspector	1.00	1.00	1.00	1.00	-	51,700	72,300	Public Works
Construction/Facilities Manager	1.00	1.00	1.00	1.00	-	67,800	95,000	Public Works
Administrative Assistant IV	0.50	0.50	0.50	0.50	-	44,400	62,200	Public Works
<b>Public Works</b>	<b>5.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>-</b>			
<b>Community Development Administration</b>								
Community Development Director	1.00	1.00	1.00	1.00	-	\$ 114,400	\$ 171,600	Community Development
Deputy Community Development Director	-	-	-	1.00	1.00	91,800	133,000	Community Development
Principal Planner	-	1.00	1.00	-	(1.00)	81,700	114,300	Community Development
Administrative/Project Coordinator	1.00	1.00	1.00	1.00	-	58,600	82,000	Community Development
Neighborhood Services Administrator	-	-	-	1.00	1.00	75,000	105,000	Community Development
Administrative Assistant IV	1.00	1.00	1.00	-	(1.00)	44,400	62,200	Community Development
<b>Community Development Administration</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>			
<b>Land Use Fund</b>								
<b>Building &amp; Planning</b>								
Principal Planner	1.00	-	-	1.00	1.00	\$ 81,700	\$ 114,300	Land Use Fund
Senior Planner	1.00	1.00	1.00	-	(1.00)	75,000	105,000	Land Use Fund
Planner I	1.00	2.00	2.00	3.00	1.00	58,600	82,000	Land Use Fund
Planner II	3.00	3.00	3.00	3.00	-	67,800	95,000	Land Use Fund
Administrative Assistant IV	1.00	1.00	1.00	1.00	-	44,400	62,200	Land Use Fund
Chief Building Official	-	-	-	1.00	1.00	96,300	139,700	Land Use Fund
Deputy Chief Building Official	-	-	-	1.00	1.00	81,700	114,300	Land Use Fund
Building Inspector	-	-	-	4.00	4.00	67,800	95,000	Land Use Fund
Plans Examiner	-	-	-	1.00	1.00	58,600	82,000	Land Use Fund
Permit Technician	-	-	-	3.00	3.00	44,400	62,200	Land Use Fund
Administrative Assistant	-	-	-	1.00	1.00	44,400	62,200	Land Use Fund
<b>Building &amp; Planning</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>19.00</b>	<b>12.00</b>			
<b>TOTAL</b>	<b>69.00</b>	<b>75.00</b>	<b>75.50</b>	<b>89.00</b>	<b>13.50</b>			



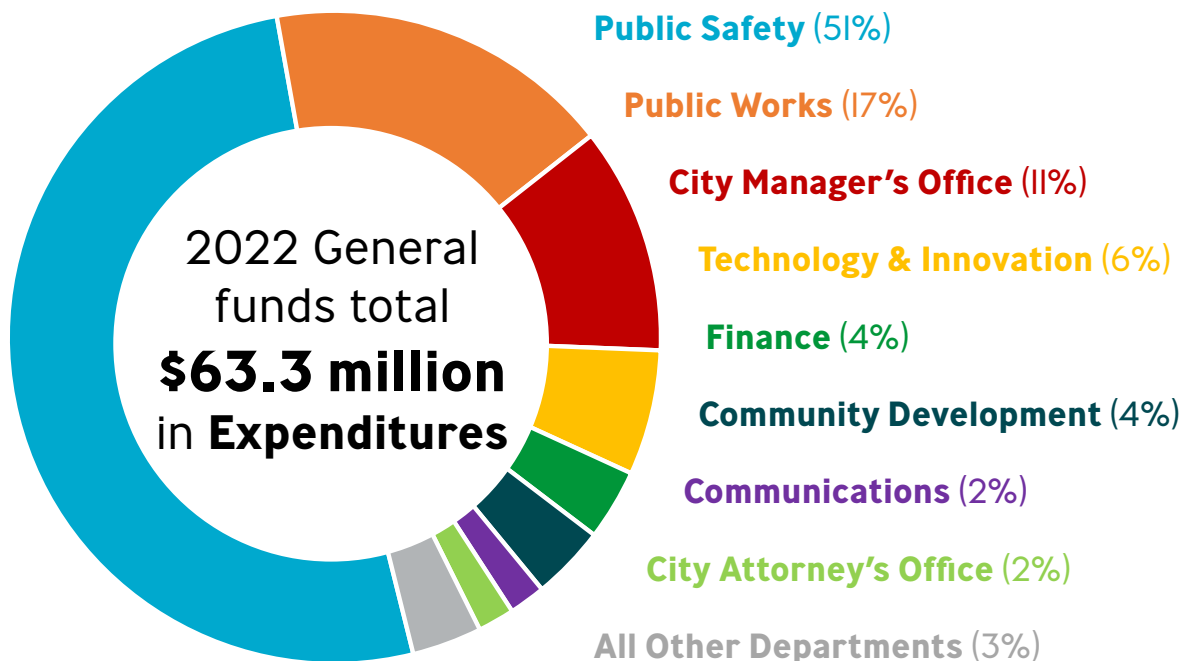
# GENERAL FUND

## General Fund Revenue & Expenditures

### REVENUES



### EXPENDITURES



# GENERAL FUND

## Fund Balance, Total Financial Sources & Uses

BUDGET DETAIL	2019 Actual	2020 Actual	2021 Adopted	2022 Budget	CHANGE \$	%
<b>BEGINNING FUND BALANCE</b>	<b>\$ 33,107,112</b>	<b>\$ 37,423,777</b>	<b>\$ 38,838,187</b>	<b>\$ 22,578,178</b>	<b>\$ (16,260,009)</b>	<b>-42%</b>
<b>Revenues</b>						
Sales Tax	41,146,035	35,641,366	33,655,000	41,240,000	7,585,000	23%
Property Tax	10,949,907	12,406,544	12,700,000	12,950,000	250,000	2%
Franchise Fees	5,140,138	5,035,122	4,855,400	5,093,000	237,600	5%
Construction Use Tax	2,876,529	2,852,813	2,635,000	2,795,000	160,000	6%
Fines & Fees	1,577,981	1,268,753	1,310,000	1,518,900	208,900	16%
Investment Income	2,609,616	2,002,882	1,100,000	1,450,000	350,000	32%
Specific Ownership Tax	876,198	897,180	762,000	896,500	134,500	18%
Licenses & Permits	499,588	186,412	336,000	322,000	(14,000)	-4%
Cigarette Tax	220,515	271,070	219,500	232,600	13,100	6%
Intergovernmental Revenue	-	136,852	-	3,880,590	3,880,590	N/A
Other Revenue	13,462,470	11,279,629	1,129,900	771,700	(358,200)	-32%
<b>Subtotal Revenues</b>	<b>79,358,977</b>	<b>71,978,623</b>	<b>58,702,800</b>	<b>71,150,290</b>	<b>12,447,490</b>	<b>21%</b>
<b>Other Financing Sources</b>						
Transfer In From Land Use Fund	1,453,666	1,151,294	281,440	160,090	(121,350)	-43%
<b>TOTAL REVENUES &amp; TRANSFERS</b>	<b>80,812,643</b>	<b>73,129,917</b>	<b>58,984,240</b>	<b>71,310,380</b>	<b>12,326,140</b>	<b>21%</b>
<b>Expenditures</b>						
City Attorney's Office	905,886	898,441	1,015,700	1,148,150	132,450	13%
City Clerk's Office	465,912	252,969	472,060	546,250	74,190	16%
City Manager's Office	7,419,958	14,533,704	4,046,470	7,114,830	3,068,360	76%
Communications	880,906	692,468	1,154,280	1,142,400	(11,880)	-1%
Community Development	1,706,853	1,901,717	1,984,240	2,330,670	346,430	17%
Elected Officials	244,817	218,455	279,020	301,580	22,560	8%
Finance	2,583,822	2,152,760	2,108,480	2,225,130	116,650	6%
Human Resources	291,778	306,478	325,860	405,500	79,640	24%
Municipal Court	490,576	416,254	502,620	336,880	(165,740)	-33%
Office of Strategic Initiatives	28,937	1,103,151	806,270	599,240	(207,030)	-26%
Office of Technology & Innovation	2,605,660	3,116,473	3,354,360	3,925,350	570,990	17%
Public Safety	28,082,194	29,453,500	31,503,940	32,325,100	821,160	3%
Public Works	16,646,658	10,340,472	10,424,460	10,909,080	484,620	5%
<b>Subtotal Street Lighting</b>	<b>62,353,957</b>	<b>65,386,842</b>	<b>57,977,760</b>	<b>63,310,160</b>	<b>5,332,400</b>	<b>9%</b>
<b>Other Financing Uses</b>						
Transfer Out To Land Use Fund	826,124	710,153	-	-	-	N/A
Transfer Out To Fiber Fund	315,897	270,000	-	-	-	N/A
Transfer Out To Capital Improvement Fund	13,000,000	-	-	-	-	N/A
Transfer Out To Street Fund	-	5,348,510	3,000,000	12,000,000	9,000,000	300%
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>76,495,978</b>	<b>71,715,505</b>	<b>60,977,760</b>	<b>75,310,160</b>	<b>14,332,400</b>	<b>24%</b>
NET CHANGE IN FUND BALANCE	4,316,665	1,414,412	(1,993,520)	(3,999,780)	(2,006,260)	101%
<b>ENDING FUND BALANCE</b>	<b>\$ 24,682,789</b>	<b>\$ 24,682,789</b>	<b>\$ 36,844,667</b>	<b>\$ 18,578,398</b>	<b>\$ (18,266,269)</b>	<b>-50%</b>

### Committed Fund Balance

**Arapahoe County Sheriff's Equipment Replacement:** Said funds shall be reserved to replace equipment under the ACSO contract. Replacement is for equipment through 2027.

1,633,000

**Solar Power Purchase Agreement Buyout:** Said funds shall be reserved for the buyout option in the Power Purchase Agreement after 2027 per the contract terms.

295,000

**Total Committed Fund Balance** 1,928,000

### Uncommitted Fund Balance

\$ 16,650,398

# CITY ATTORNEY'S OFFICE

## Department Description & Budget Detail

The City Attorney's Office represents the City of Centennial in all legal matters affecting the municipal corporation. This representation includes day-to-day advice and counsel, defense of lawsuits filed against the City, and affirmatively asserting claims that will benefit the citizens and municipal operations. The City Attorney attends all City Council meetings and provides legal advice to the City Council. Other attorneys in the City Attorney's Office: advise the City's administrative departments if requested by the

department; advise the City's boards, commissions, and authorities; drafts or supervises the drafting of ordinances and resolutions; provides assistance and advice if requested by the City Manager on contracts, agreements, and other legal documents prepared or negotiated by the City Council, Council Members, City Manager, and City administrative staff; supervises the prosecution of municipal code violations through the City's contract prosecution staff; and directs the City's special and outside legal counsel.

BUDGET DETAIL	2019 Actual	2020 Actual	2021 Adopted	2022 Budget	CHANGE	
	\$				\$	%
<b>Departmental Costs</b>	<b>\$ 905,886</b>	<b>\$ 898,441</b>	<b>\$ 1,015,700</b>	<b>\$ 1,148,150</b>	<b>\$ 132,450</b>	<b>13%</b>
City Attorney's Office Service	784,271	751,029	857,700	906,400	48,700	6%
Special Legal Services	117,620	143,623	150,000	231,750	81,750	55%
Outside Counsel Services	3,995	3,789	8,000	10,000	2,000	25%
<b>TOTAL CITY ATTORNEY'S OFFICE</b>	<b>\$ 905,886</b>	<b>\$ 898,441</b>	<b>\$ 1,015,700</b>	<b>\$ 1,148,150</b>	<b>\$ 132,450</b>	<b>13%</b>



# CITY CLERK'S OFFICE

## Department Description & Budget Detail

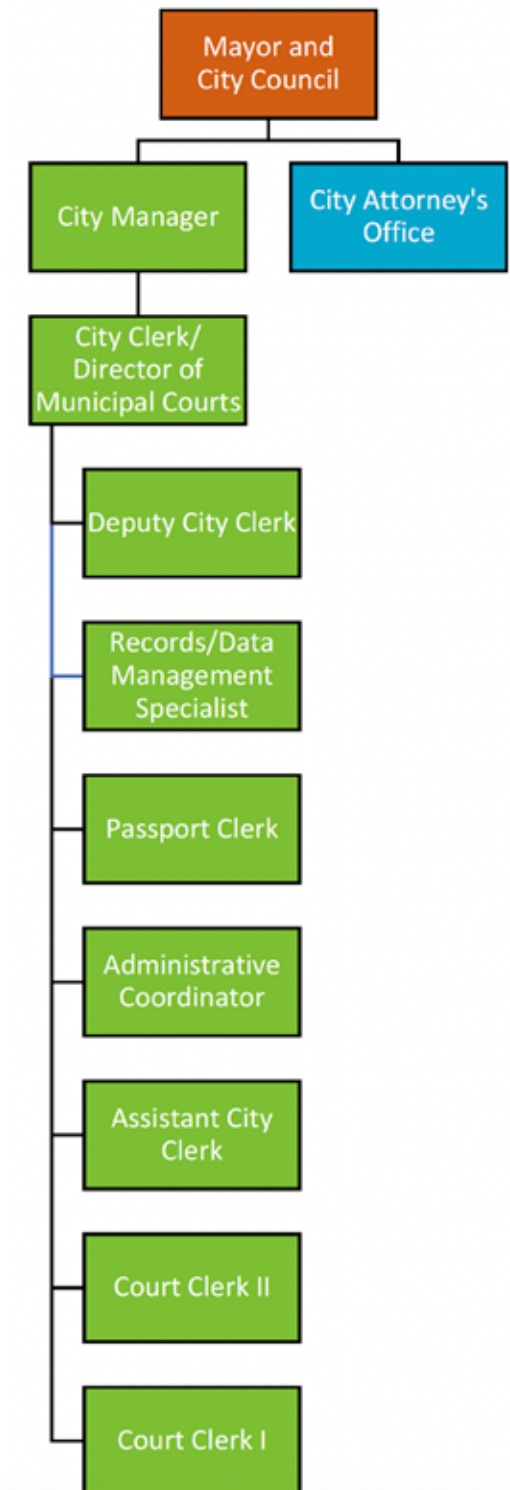
The City Clerk's Office is responsible for all official City records, legal publications, records management, and handling of open records requests. The City Clerk staff attends and records all City Council meetings and prepares City Council agendas, packets, and minutes. The City Clerk's Office maintains the Centennial Municipal Code and is a Passport Application Acceptance Facility. Liquor Licensing, including the preparation of agendas, packets, and minutes for the Liquor Licensing Authority, is also a responsibility of this office. The City Clerk's Office also issues all Massage Parlor and Pawnbroker licenses in the City and works with the Arapahoe County Sheriff's Office in enforcement of licensing concerns. The City Clerk's Office administers Centennial's special municipal elections.

The City Clerk, as a Designated Election Official, assists the County in the conduct of coordinated elections. The City Clerk sits as the chairperson for the Centennial Election Commission and oversees Fair Campaign Practices Act filings for candidates for municipal office, as well as filings for various issue committees. Assistance with ad hoc appointment committees for the various City boards and commissions is provided by this Office.

BUDGET DETAIL	2019 Actual	2020 Actual	2021 Adopted	2022 Budget	CHANGE \$ %	
<b>Personnel Costs</b>	<b>\$ 313,878</b>	<b>\$ 291,846</b>	<b>\$ 349,560</b>	<b>\$ 424,250</b>	<b>\$ 74,690</b>	<b>21%</b>
Salaries and Wages	236,130	223,362	265,350	305,700	40,350	15%
Benefits	77,748	68,484	84,210	118,550	34,340	41%
<b>Departmental Costs</b>	<b>152,034</b>	<b>(38,876)</b>	<b>122,500</b>	<b>122,000</b>	<b>(500)</b>	<b>0%</b>
Boards, Commissions & Community Activities	19,375	3,300	20,000	20,000	-	0%
Election Services	95,692	(66,000)	75,000	75,000	-	0%
Professional Services	14,129	5,211	5,000	5,000	-	0%
Project Specific	1,500	-	-	-	-	N/A
Records Storage	15,054	14,757	12,000	12,000	-	0%
Prosecutor Services	-	-	500	-	(500)	-100%
Legal Notices	6,284	3,855	10,000	10,000	-	0%
<b>TOTAL CITY CLERK'S OFFICE</b>	<b>\$ 465,912</b>	<b>\$ 252,969</b>	<b>\$ 472,060</b>	<b>\$ 546,250</b>	<b>\$ 74,190</b>	<b>16%</b>



# CITY CLERK'S OFFICE



**CITY CLERK 4.0 FTE**  
**MUNICIPAL COURT 4.0 FTE**

 Citizens  Elected Officials  City Staff  Contracted Services



# CITY MANAGER'S OFFICE

## Department Description & Budget Detail

The City Manager's Office sets the standards for the City organization in providing quality services to the public and ensuring the policies and vision established by City Council are implemented. Section 8.4(c) of the Centennial Home Rule Charter gives the City Manager the responsibility of supervising and overseeing all aspects of City functions and activities and service contracts of personnel and departments that report to the City Manager.

The Economic Development division is to maintain and expand Centennial's vibrant economy through the retention of existing businesses and attraction of new enterprises. Economic Development assist the development community in creating and maintaining high-quality real estate within the City.

The Central Services division is responsible for overseeing the centralized administrative operations of the City including office supplies, postage, printing and publishing, meetings, training and travel, and overseeing professional dues and memberships for all City employees.





# CITY MANAGER'S OFFICE

BUDGET DETAIL	2019 Actual	2020 Actual	2021 Adopted	2022 Budget	CHANGE	
					\$	%
<b>City Manager Administration</b>						
<b>Personnel Costs</b>	<b>\$ 1,595,532</b>	<b>\$ 841,970</b>	<b>\$ 893,880</b>	<b>\$ 894,650</b>	<b>\$ 770</b>	<b>0%</b>
Salaries and Wages	1,262,469	579,289	693,520	692,040	(1,480)	0%
Benefits	333,063	262,682	200,360	202,610	2,250	1%
<b>Departmental Costs</b>	<b>399,478</b>	<b>25,288</b>	<b>80,000</b>	<b>90,000</b>	<b>10,000</b>	<b>13%</b>
Professional Services	99,339	25,288	40,000	90,000		125%
Project Specific	300,139	-	40,000	-		-100%
<b>Subtotal City Manager Administration</b>	<b>1,995,010</b>	<b>867,258</b>	<b>973,880</b>	<b>984,650</b>	<b>10,770</b>	<b>1%</b>
<b>Economic Development</b>						
<b>Personnel Costs</b>	<b>8,216</b>	<b>225,434</b>	<b>254,160</b>	<b>513,450</b>	<b>259,290</b>	<b>102%</b>
New FTE Request	-	-	-	-	-	N/A
Salaries and Wages	7,217	196,508	196,640	395,600	198,960	101%
Benefits	999	28,926	57,520	117,850	60,330	105%
<b>Departmental Costs</b>	<b>213,207</b>	<b>9,862,276</b>	<b>297,000</b>	<b>505,000</b>	<b>208,000</b>	<b>70%</b>
CARES Act	-	9,231,579	-	-	-	N/A
Professional Services	128,991	125,853	147,000	445,000	298,000	203%
Project Specific	84,216	504,845	150,000	60,000	(90,000)	-60%
<b>Subtotal Economic Development</b>	<b>221,423</b>	<b>10,087,710</b>	<b>551,160</b>	<b>1,018,450</b>	<b>467,290</b>	<b>85%</b>
<b>Central Services</b>						
Internship Wages	9,715	-	20,000	20,000	-	0%
Annual Compensation	-	-	400,620	455,000	54,380	14%
Tuition Reimbursement	9,863	9,982	15,000	15,000	-	0%
Office Supplies	42,353	52,438	44,000	39,560	(4,440)	-10%
Postage and Courier	26,916	11,109	28,000	16,000	(12,000)	-43%
Non-Capital Equipment	717	986	-	2,000	2,000	N/A
CARES Act	-	15,951	-	-	-	N/A
County Vendor Fee	270,451	24,141	-	-	-	N/A
County Treasurer Fee	109,499	124,065	127,000	126,500	(500)	0%
Professional Services	66,710	42,087	50,000	65,000	15,000	30%
Project Specific	12	4,596	-	-	-	N/A
Printing Services	5,651	3,886	-	3,000	3,000	N/A
Bank Fees	581	5,381	-	300	300	N/A
Merchant Card Services	-	-	-	27,000	27,000	N/A
Security Services	108,286	65,251	123,600	167,310	43,710	35%
City Attorney's Office Services	-	-	100,000	100,000	-	0%
Professional Development	144,862	72,334	153,800	251,430	97,630	63%
Staff Committees	5,401	1,576	5,000	2,500	(2,500)	-50%
Dues and Memberships	204,417	217,934	224,410	260,390	35,980	16%
Subscriptions	23,259	20,643	15,000	15,740	740	5%
Equipment Lease	300	4,694	5,000	-	(5,000)	-100%
Telecommunications	-	461	-	-	-	N/A
Sales Tax Incentives	4,091,220	2,901,220	910,000	495,000	(415,000)	-46%
Construction Use Tax Incentive	83,312	-	300,000	550,000	250,000	83%
Other Incentives	-	-	-	2,500,000	2,500,000	N/A
<b>Subtotal Central Services</b>	<b>5,203,525</b>	<b>3,578,736</b>	<b>2,521,430</b>	<b>5,111,730</b>	<b>2,590,300</b>	<b>103%</b>
<b>TOTAL CITY MANAGER'S OFFICE</b>	<b>\$ 7,419,958</b>	<b>\$ 14,533,704</b>	<b>\$ 4,046,470</b>	<b>\$ 7,114,830</b>	<b>\$ 3,068,360</b>	<b>76%</b>

# CITY MANAGER'S OFFICE

## 2021 ACCOMPLISHMENTS

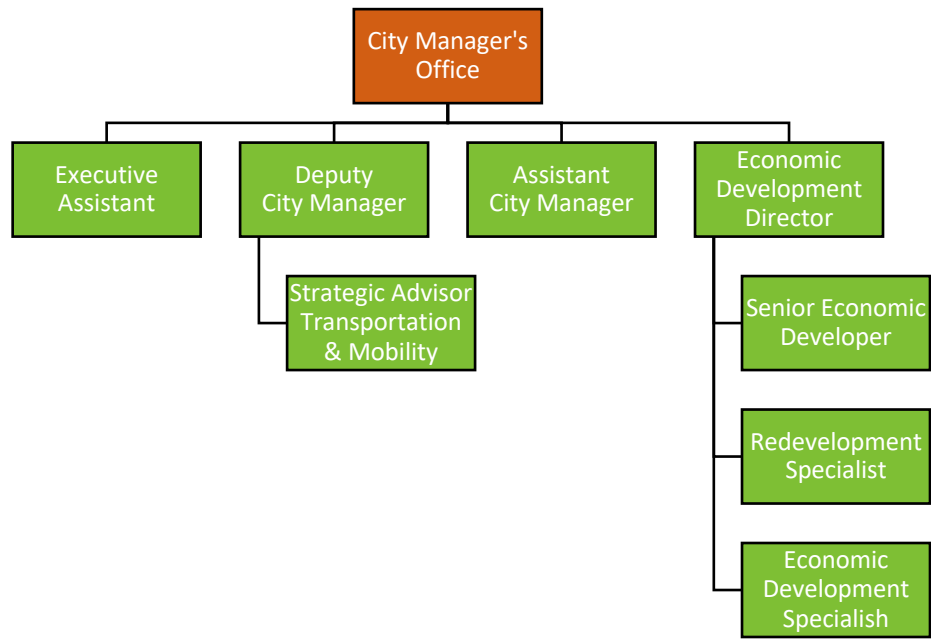
- Worked with City Council to establish a list of projects to be paid for using funds from the American Rescue Plan Act (ARPA) to aid in the community's recovery from the COVID-19 pandemic.
- Continued Retail Area Review and Implementation Strategy process, including development of initial strategies for the University corridor to address changes in the retail industry that impact the City's shopping centers, retail corridors, revenues, and quality of life.
- Supported development of The District-Centennial including the establishment of a metropolitan district, laying the groundwork for the development of next-generation infrastructure standards and attraction of development projects.
- Continued efforts to develop a Regulating Plan and supporting development tools for the Arapahoe and I-25/Yosemite (AUC-4) area.
- Served on Leadership Council Project Nexus, an entrepreneurial development initiative of Denver South Economic Development Partnership.
- Implemented Spark Centennial's 2021 programming.

## 2022 WORK PLAN

- Prepare for potential additional federal or other government aid to respond to business and community needs.
- Continue development of University corridor strategies to address changes in the retail industry and prepare for review of Smoky Hill corridor.
- Implement Spark Centennial's 2022 programming including additional business support and experience-based programming at Centennial retail centers and businesses.
- Continue to support development of The District-Centennial including attracting development projects and informing next-generation infrastructure projects.
- Continue to evaluate development tools and options to facilitate redevelopment within the AUC-4 area.
- Support business attraction and retention efforts of Denver South Economic Development Partnership.
- Continue to serve on Leadership Council of Project Nexus, an entrepreneurial development initiative of Denver South Economic Development Partnership.
- Continue work with City Council, Arapahoe County, and other community partners to address homelessness.



# CITY MANAGER'S OFFICE



**CITY MANAGER 9.0 FTE**

 Citizens  Elected Officials  City Staff  Contracted Services

# COMMUNICATIONS

## Department Description & Budget Detail

The Communications Department is responsible for communicating the City's policies, initiatives, and activities to external and internal audiences. This is accomplished by working with the media, posting information on the City's website and sharing via social media, producing print and digital marketing materials, and providing opportunities for public

input through various communication channels including surveys. The Communications Department plans, executes, publicizes, and produces community events in Centennial Center Park and various public locations across the City and leads the Centennial 101 Leadership Academy; as well as oversees the activities of the City's Youth and Senior Commissions.

BUDGET DETAIL	2019 Actual	2020 Actual	2021 Adopted	2022 Budget	CHANGE \$	%
<b>Personnel Costs</b>	<b>\$ 465,849</b>	<b>\$ 437,541</b>	<b>\$ 521,280</b>	<b>\$ 516,400</b>	<b>\$ (4,880)</b>	<b>-1%</b>
Salaries and Wages	369,178	325,559	376,370	389,540	13,170	3%
Benefits	96,672	111,982	144,910	126,860	(18,050)	-12%
<b>Departmental Costs</b>	<b>415,057</b>	<b>254,927</b>	<b>633,000</b>	<b>626,000</b>	<b>(7,000)</b>	<b>-1%</b>
Boards, Commissions and Community Activities	13,680	3,199	23,000	20,000	(3,000)	-13%
Community Activities	200,060	178,085	285,000	316,000	31,000	11%
Professional Services	114,387	26,013	210,000	175,000	(35,000)	-17%
Printing Services	10,664	3,382	20,000	25,000	5,000	25%
Advertising	(658)	7,195	45,000	15,000	(30,000)	-67%
Newsletter	76,923	37,053	50,000	75,000	25,000	50%
<b>TOTAL COMMUNICATIONS</b>	<b>\$ 880,906</b>	<b>\$ 692,468</b>	<b>\$ 1,154,280</b>	<b>\$ 1,142,400</b>	<b>\$ (11,880)</b>	<b>-1%</b>



# COMMUNICATIONS

## 2021 ACCOMPLISHMENTS

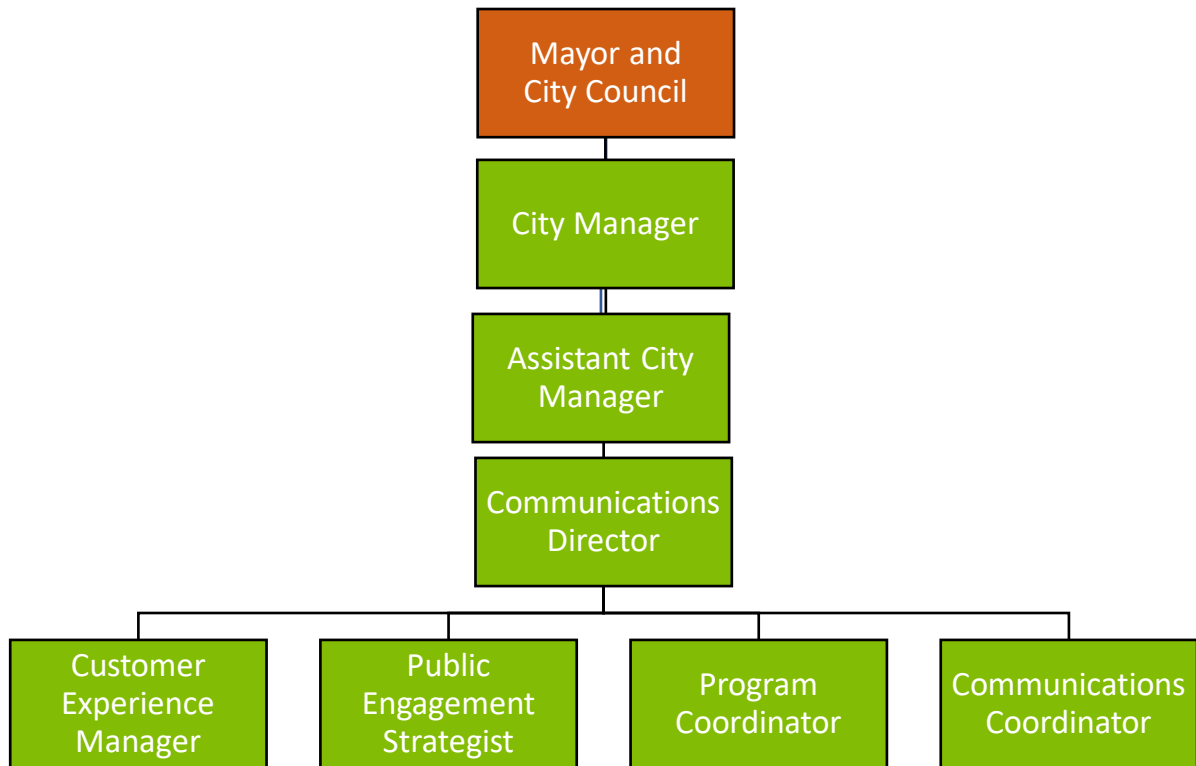
- Executed a successful public relations and marketing campaign for the City's 20-year anniversary including community events and the creation of numerous collateral pieces and communications such as 15 professional videos and the City's first magazine highlighting Centennial's past, present, and future.
- Created and distributed more than 300 e-newsletters/bulletins achieving more than 300,000 impressions.
- Initiated and developed an audit of the Centennial brand.
- Elevated citizen engagement through social media by increasing our audience/followers 6.3%, and collective engagement rose to over 30,000, increasing impressions by 3.7%. Additionally, the City gained 339 new neighbors via Nextdoor and totaled 116,384 organic impressions from posts.
- Hosted nine City-led events in 2021, including an all-day 20-year celebration, new Summer Social neighborhood/district events, the inaugural Whiskey Warmer and a new Holiday Artisan Market event. Total estimated attendance at City events in 2021 was more than 13,000.
- Sponsored 42 Centennial Active Senior events with a total attendance of 1,200.
- Led community engagement for various projects including The Streets at SouthGlenn, Transportation Master Plan, and various development projects.
- Created and launched City Projects & Initiatives webpage as a new single location for information on key projects and initiatives.
- Maintained a 99.97% uptime on the City website which received over 720,000 unique visitors in 2021.

## 2022 WORK PLAN

- Execute public relations and marketing to promote the expansion of Centennial Center Park and its 10-year anniversary.
- Continue providing media relations and community outreach in support of City programs and projects.
- Facilitate meetings and activities involving the City's Youth and Senior Commissions. Continue coordinating Centennial Active Seniors programming for older adults in Centennial.
- Lead community engagement initiatives for numerous development-related projects.
- Implement branding action items, per Council direction, resulting from completed audit.



# COMMUNICATIONS



**COMMUNICATIONS 5.0 FTE**

 Citizens  Elected Officials  City Staff  Contracted Services



# COMMUNITY DEVELOPMENT

## Department Description & Budget Detail

The Community Development function of the city government is responsible for the growth and development of the City. Made up of the Community Development, Code Compliance, and Animal Services divisions, these service areas work together to address the physical enhancements of the community through the City's strategic planning efforts to promote quality of life, citizen engagement and environment.

The Community Development division is responsible for managing the physical growth and development of the community to preserve quality of life, enhance property values, and protect public safety by overseeing long-range planning, open space programming, current planning, building, and neighborhood services.

Animal Services is committed to preserving the quality of life in the City by serving and protecting citizens and animals in our community through enforcement of animal-related laws and aims to educate residents on responsible pet ownership.

The Code Compliance division promotes a desirable living and working environment through the enforcement of codes to protect property values and quality of life. In a proactive manner, the Code Compliance Division seeks to partner with residents, neighborhood organizations, businesses, public agencies, and other City departments to enhance the understanding of local regulations and, in doing so, foster civic pride.

BUDGET DETAIL	2019 Actual	2020 Actual	2021 Adopted	2022 Budget	CHANGE \$	%
<b>CD Administration</b>						
<b>Personnel Costs</b>	\$ 455,487	\$ 495,015	\$ 503,110	\$ 551,340	\$ 48,230	10%
Salaries and Wages	352,986	356,836	369,870	411,510	41,640	11%
Benefits	102,501	138,179	133,240	139,830	6,590	5%
<b>Departmental Costs</b>	-	871	-	141,000	141,000	N/A
Neighborhood Services	-	-	-	135,000	135,000	N/A
Professional Services	-	871	-	6,000	6,000	N/A
<b>Subtotal CD Administration</b>	<b>455,487</b>	<b>495,886</b>	<b>503,110</b>	<b>692,340</b>	<b>189,230</b>	<b>38%</b>
<b>Code Compliance</b>						
<b>Departmental Costs</b>	590,501	727,843	751,310	891,590	140,280	19%
Code Compliance Contract	590,501	727,843	751,310	891,590	140,280	19%
<b>Subtotal Code Compliance</b>	<b>590,501</b>	<b>727,843</b>	<b>751,310</b>	<b>891,590</b>	<b>140,280</b>	<b>19%</b>
<b>Animal Services</b>						
<b>Departmental Costs</b>	660,866	677,989	729,820	746,740	16,920	2%
Animal Services Contract	660,866	677,989	729,820	746,740	16,920	2%
<b>Subtotal Animal Services</b>	<b>660,866</b>	<b>677,989</b>	<b>729,820</b>	<b>746,740</b>	<b>16,920</b>	<b>2%</b>
<b>TOTAL COMMUNITY DEVELOPMENT</b>	<b>\$ 1,706,853</b>	<b>\$ 1,901,717</b>	<b>\$ 1,984,240</b>	<b>\$ 2,330,670</b>	<b>\$ 346,430</b>	<b>17%</b>

# COMMUNITY DEVELOPMENT

## 2021 ACCOMPLISHMENTS

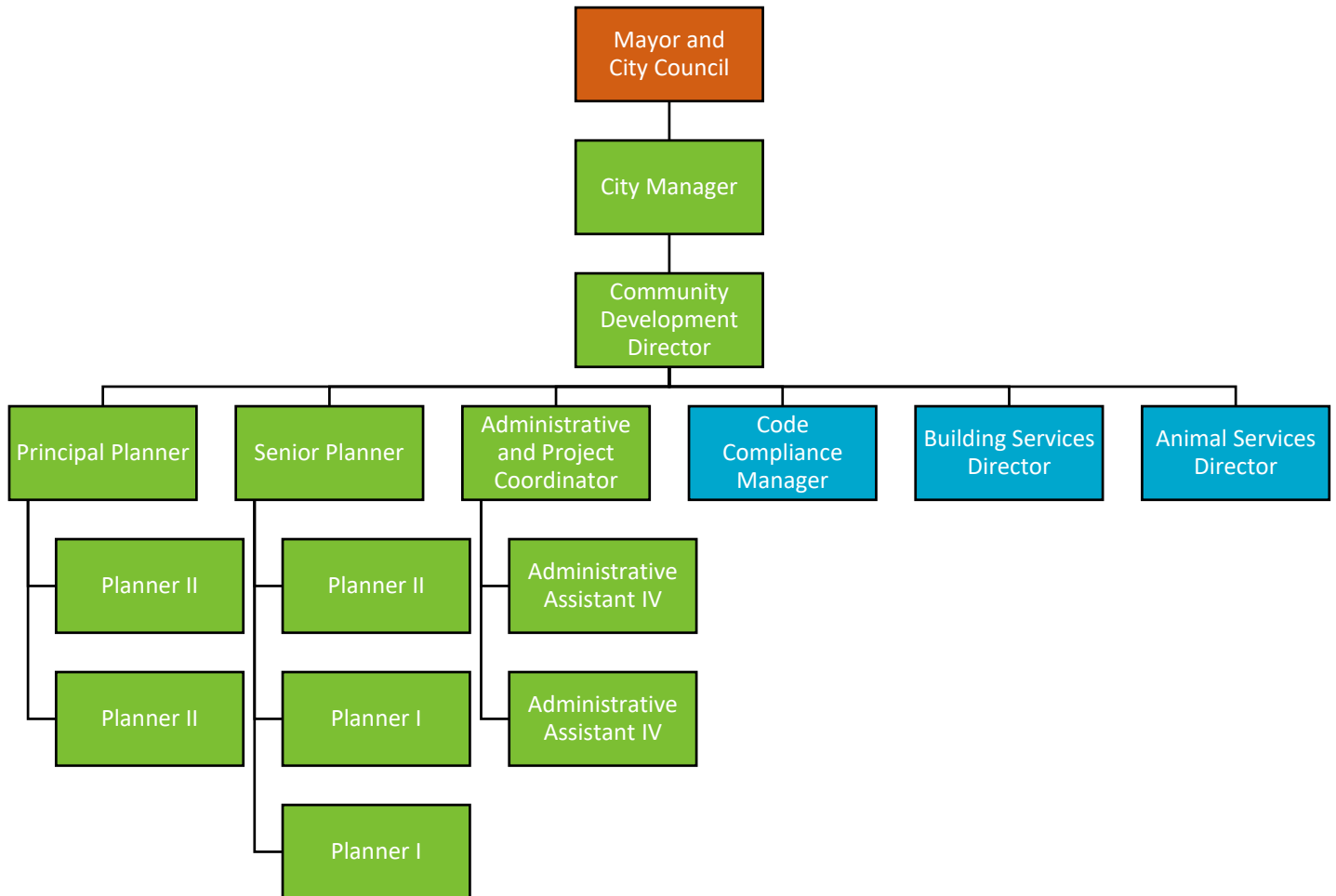
- Lone Tree Creek Trail design and construction.
- Amendments to Land Development Code for consideration by City Council.
- Administration and enforcement of building, nuisance, and land use codes.
- Implemented adoption of Land Development Code clean-up provisions.
- Strategic annexations to further the City's goals in alignment with Centennial NEXT.
- Proactive code compliance services on commercial properties to ensure compliance with adopted plans and codes.
- Continued commitment to public safety with Animal Services and Code Enforcement.
- Annual update to the City's Three Mile Plan.
- Centennial NEXT implementation.
- Implementation of the Center Park Master Plan.
- Support quality parks, open space, and recreation services through implementation of the Trails and Recreation Master Plan.
- Centennial Link Trail construction.
- Orchard Rd Trail construction.
- Highline Canal crossing at Orchard Road construction.
- East Fremont Trail construction.
- Continue to support our regional partnerships with Arapahoe Park and Recreation District and South Suburban Parks and Recreation District by funding Open Space projects in the community.
- Created neighborhood beautification grant program.
- Implemented service to address deceased wildlife on private property.

- Continued developing the Regulating Plan for the southwest corner of Arapahoe and I-25 (AUC-4).
- Supported development of the University Blvd Corridor Plan.
- Supported development of the Smoky Hill Road Corridor Plan.

## 2022 WORK PLAN

- Centennial Center Park improvements on Tree Creek Trail construction.
- Continue to pursue strategic annexations to further the City's initiatives.
- Continue neighborhood beautification grant program.
- Develop City identity signage and wayfinding.
- Annual update to the City's Three Mile Plan.
- Implement Centennial NEXT.
- Arapahoe Road Bridge Trail construction.
- Continue to support our regional partnerships with Arapahoe Park and Recreation District, South Suburban Parks and Recreation District, and High Line Canal Conservancy by funding Open Space projects in the community.
- Support quality parks, open space, and recreation services through implementation of the Trails and Recreation Master Plan.
- Evaluate current development trends and identify opportunities for amendments to the Land Development Code.
- Continue services to address deceased wildlife on private property.
- Continued commitment to public safety with Animal Services and Code Enforcement.
- Proactive code compliance services on commercial properties to ensure compliance with adopted plans and codes.
- Administration and enforcement of building, nuisance, and land use codes.

# COMMUNITY DEVELOPMENT



**LAND USE ADMINISTRATION 7.0 FTE**

■ Citizens ■ Elected Officials ■ City Staff ■ Contracted Services

# ELECTED OFFICIALS

## Department Description & Budget Detail

The Mayor and City Council constitute the Elected Officials for the City of Centennial. The Mayor and City Council provide proactive community leadership in the formulation of public policy that promotes the economic interests of the City, a high quality of life, and a safe and attractive environment for the citizens. Two Council Members represent each of the four districts ensuring equal representation for the citizens.

The Mayor is elected at-large for a four-year term, and the Council members are elected to four-year, staggered terms. The Mayor and Council Members, working together as a single body, are entrusted with representing and interpreting the needs of the citizens of Centennial by balancing diverse public interests, establishing policies, and providing visionary leadership for the community.

BUDGET DETAIL	2019 Actual	2020 Actual	2021 Adopted	2022 Budget	CHANGE	
	\$	\$	\$	\$	\$	%
<b>Personnel Costs</b>	<b>\$ 166,973</b>	<b>\$ 178,666</b>	<b>\$ 194,020</b>	<b>\$ 195,580</b>	<b>\$ 1,560</b>	<b>1%</b>
Salaries and Wages	113,016	113,016	113,020	113,020	-	0%
Benefits	53,957	65,650	81,000	82,560	1,560	2%
<b>Departmental Costs</b>	<b>77,844</b>	<b>39,790</b>	<b>85,000</b>	<b>106,000</b>	<b>21,000</b>	<b>25%</b>
Community Sponsorships	7,800	3,000	20,000	20,000	-	0%
Professional Services	6,930	535	-	-	-	N/A
Professional Development	42,209	28,720	45,000	60,000	15,000	33%
Council Meetings	20,905	7,535	20,000	26,000	6,000	30%
					-	
<b>TOTAL ELECTED OFFICIALS</b>	<b>\$ 244,817</b>	<b>\$ 218,455</b>	<b>\$ 279,020</b>	<b>\$ 301,580</b>	<b>\$ 22,560</b>	<b>8%</b>





# FINANCE

## Department Description & Budget Detail

The Finance Department provides fiduciary control over the City's assets and performs budgetary and fiscally-related services that provide useful financial information to the City as an organization and its citizens. The department is composed of the Revenue, Accounting and Reporting, and Purchasing Administration Divisions. The functions of the department include: centralized accounting including accounts payable and receivable; revenue collection and analysis; preparation of monthly financial statements and analysis; preparation of the City's Annual Budget and Comprehensive Annual Financial Report; cash and investment management; risk management; payroll; and purchasing.

The Sales and Use Tax Program provides licensing services for retail businesses, administration and collection of sales and use tax, collection of delinquent sales and use tax, and auditing of retailers' records to ensure compliance with the City's ordinance.



# FINANCE

BUDGET DETAIL	2019 Actual	2020 Actual	2021 Adopted	2022 Budget	CHANGE	
					\$	%
<b>Finance Administration</b>						
<b>Personnel Costs</b>	<b>\$ 1,244,903</b>	<b>\$ 1,329,063</b>	<b>\$ 1,344,250</b>	<b>\$ 1,393,350</b>	<b>\$ 49,100</b>	<b>4%</b>
Salaries and Wages	924,017	993,084	988,540	1,028,540	40,000	4%
Benefits	320,886	335,979	355,710	364,810	9,100	3%
<b>Departmental Costs</b>	<b>329,619</b>	<b>164,221</b>	<b>149,240</b>	<b>203,780</b>	<b>54,540</b>	<b>37%</b>
Professional Services	67,281	38,415	10,000	10,000	-	0%
Project Specific	119,764	-	-	45,000	45,000	N/A
Audit Services	55,350	45,700	52,000	50,600	(1,400)	-3%
Investment Services	32,994	27,579	30,000	42,000	12,000	40%
Bank Fees	13,857	11,209	13,000	14,000	1,000	8%
Merchant Card Services	11,564	11,286	13,000	-	(13,000)	-100%
Financial Accounting Services	28,810	30,031	31,240	42,180	10,940	35%
<b>Subtotal Finance Administration</b>	<b>1,574,522</b>	<b>1,493,284</b>	<b>1,493,490</b>	<b>1,597,130</b>	<b>103,640</b>	<b>7%</b>
<b>Sales Tax</b>						
<b>Departmental Costs</b>	<b>647,588</b>	<b>272,424</b>	<b>237,500</b>	<b>238,000</b>	<b>500</b>	<b>0%</b>
Professional Services	-	260,515	215,000	215,000	-	0%
Lockbox Fees	13,530	11,909	22,500	23,000	500	2%
Sales & Use Tax Administration	492,684	-	-	-	-	N/A
Sales & Use Tax Auditing	141,374	-	-	-	-	N/A
<b>Subtotal Sales Tax</b>	<b>647,588</b>	<b>272,424</b>	<b>237,500</b>	<b>238,000</b>	<b>500</b>	<b>0%</b>
<b>Risk Management</b>						
<b>Departmental Costs</b>	<b>361,712</b>	<b>387,053</b>	<b>377,490</b>	<b>390,000</b>	<b>12,510</b>	<b>3%</b>
Property & Casualty	350,710	378,018	368,120	375,000	6,880	2%
Workers Compensation Insurance	10,381	9,035	9,370	15,000	5,630	60%
Non-Capital Equipment	621	-	-	-	-	N/A
<b>Subtotal Risk Management</b>	<b>361,712</b>	<b>387,053</b>	<b>377,490</b>	<b>390,000</b>	<b>12,510</b>	<b>3%</b>
<b>TOTAL FINANCE</b>	<b>\$ 2,583,822</b>	<b>\$ 2,152,760</b>	<b>\$ 2,108,480</b>	<b>\$ 2,225,130</b>	<b>\$ 116,650</b>	<b>6%</b>



# FINANCE

## 2021 ACCOMPLISHMENTS

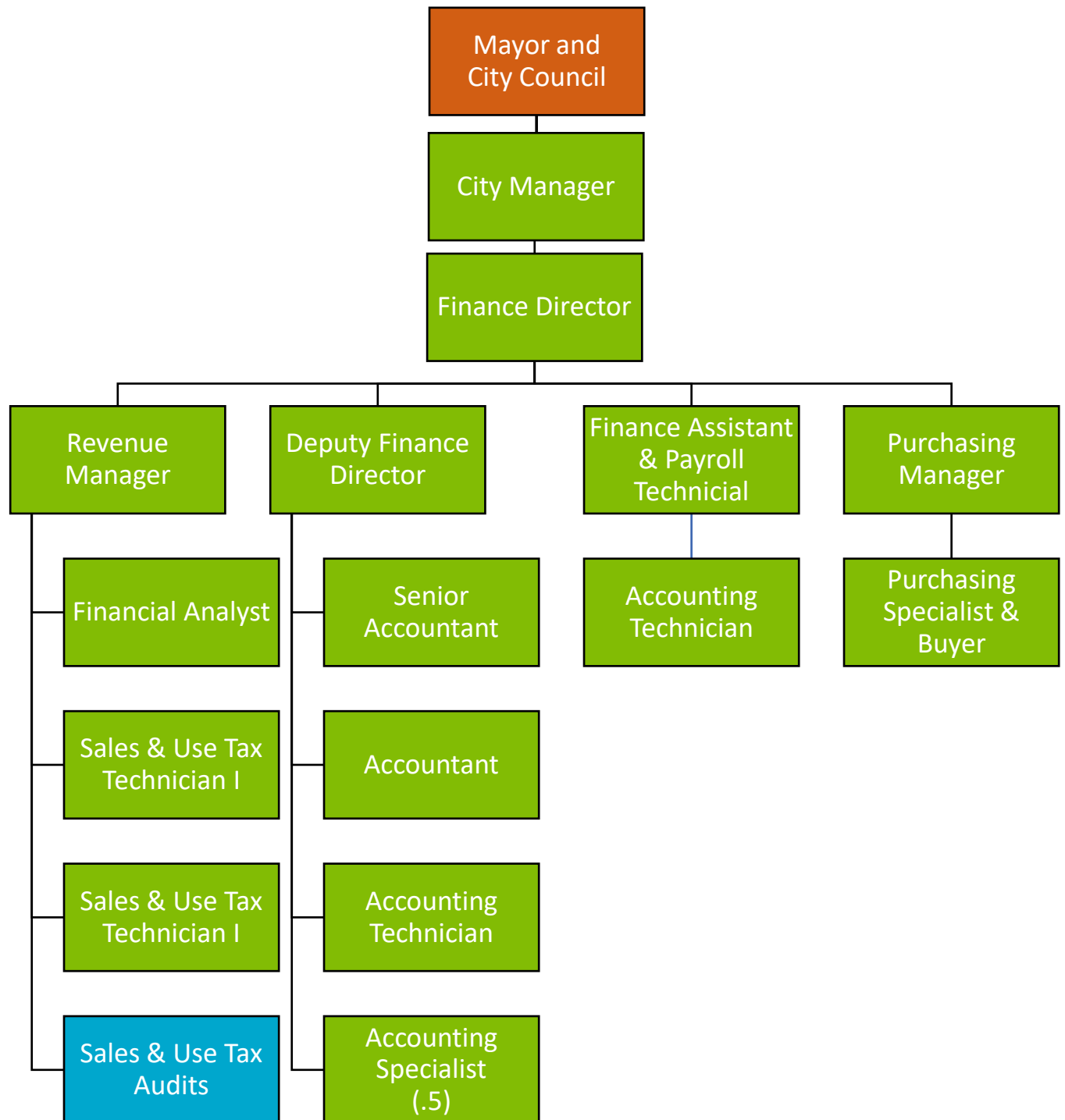
- Managed ARPA funding requirements and reports.
- Provided in-depth long-range revenue forecast for City Council strategic session.
- Received the Government Finance Officers' Association of the U.S. and Canada's Awards of Excellence for the 2021 Adopted Budget and 2020 Comprehensive Annual Financial Report.
- Issued 24 formal Requests for Proposal and Invitation for Bids for City procurement.
- Adopted standardized sales tax definitions relating to Marketplace Facilitators and Economic Nexus and joined State of Colorado single portal for remittance of sales taxes.
- Revised sales tax code to remove exemptions to be more standardized with other municipalities.
- Executed new Governmental Accounting Standards Board Statement 84 related to Fiduciary Funds.

## 2022 WORK PLAN

- Continue to optimize the City's new financial software for additional functionality like electronic vendor payments and user dashboards.
- Work with new investment advisors to maintain the City's investments prudently and strategically.
- With the City Council, consider implementation for biennial budgeting.
- Provide additional long-range financial forecasting to the City Council as part of the City's Strategic Planning.
- Implement new Governmental Accounting Standards Board Statement 87.



# FINANCE



**FINANCE 14.0 FTE**

■ Citizens ■ Elected Officials ■ City Staff ■ Contracted Services

# HUMAN RESOURCES

## Department Description & Budget Detail

The Human Resources Department is responsible for providing a full range of comprehensive human resources programs while ensuring compliance with federal, state and local employment law. This department provides employees with the highest level of quality service and support in essential areas such as employee and employer relations, recruitment and selection, policy development, training and development, benefits, compensation, personnel records management, and investigation and resolution of internal complaints. The Human Resources Department is a collaborative partner with internal departments to support multiple personnel, staffing, and other human resources related needs.

By providing quality service to our internal customers, we empower employees so they can accomplish their goals and objectives for City Council and the citizens of Centennial. Employees are offered a fair and ethical human resources department, assisting them in a multitude of personnel matters that may arise during their career with the City.



# HUMAN RESOURCES

BUDGET DETAIL	2019 Actual	2020 Actual	2021 Adopted	2022 Budget	CHANGE	
					\$	%
<b>Personnel Costs</b>	<b>\$ 289,146</b>	<b>\$ 302,291</b>	<b>\$ 299,860</b>	<b>\$ 394,500</b>	<b>\$ 94,640</b>	<b>32%</b>
Salaries and Wages	217,436	227,725	223,580	285,480	61,900	28%
Benefits	71,710	74,566	76,280	109,020	32,740	43%
<b>Departmental Costs</b>	<b>2,632</b>	<b>4,187</b>	<b>26,000</b>	<b>11,000</b>	<b>(15,000)</b>	<b>-58%</b>
Professional Services	323	800	-	-	-	N/A
Project Specific	-	-	21,000	6,000	(15,000)	-71%
Financial & Accounting Service	164	-	-	-	-	N/A
Onboarding and Recruitment	2,145	3,387	5,000	5,000	-	0%
<b>TOTAL HUMAN RESOURCES</b>	<b>\$ 291,778</b>	<b>\$ 306,478</b>	<b>\$ 325,860</b>	<b>\$ 405,500</b>	<b>\$ 79,640</b>	<b>24%</b>

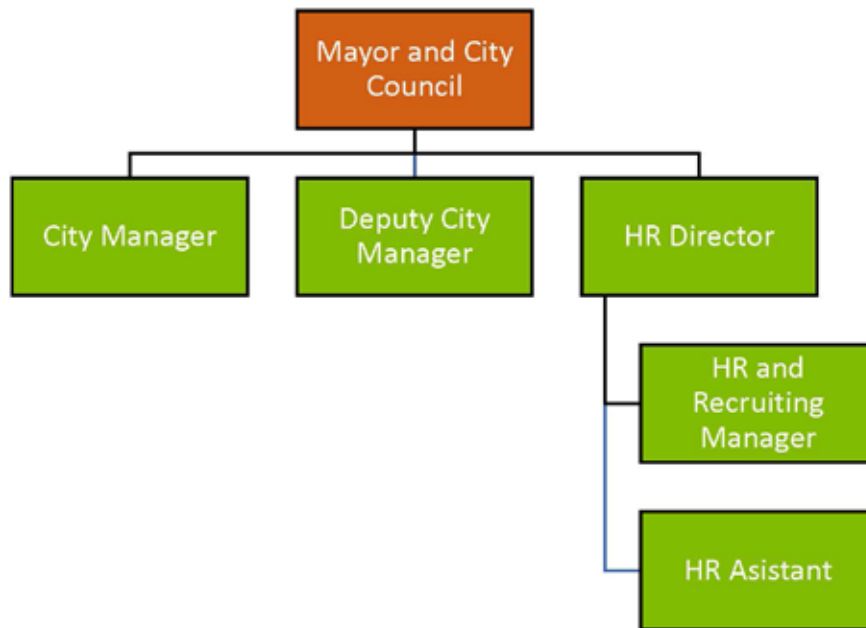
## 2021 ACCOMPLISHMENTS

- Continue to support City Staff during the COVID-19 pandemic, responding to legislative changes and the need for increased flexibility.
- Continued supporting employee engagement activities, resulting in the City winning its fifth consecutive Gallup Exceptional Workplace award.
- In partnership with a third-party consultant, conducted a compensation market study to ensure competitive salaries and benefits programs.
- Completed delivery of a one-year manager development program, directly impacting six middle managers.
- Managed significant recruiting activity, including the staffing of a new in-house Building Services department.

## 2022 WORK PLAN

- Continue to support all City departments through the recruitment process.
- Provide expert administration of Compensation and Benefits programs to both contain costs and remain competitive in the marketplace.
- Strive for ongoing improvement in manager development.
- Provide support and training for employee relations and performance development.
- Support the continued development of the City's organizational culture, in alignment with the adopted vision, mission, and core values.
- Continue supporting employee engagement and well-being activities, striving to be a great place for employees to work.

# HUMAN RESOURCES



## HUMAN RESOURCES 3.0 FTE

■ Citizens ■ Elected Officials ■ City Staff ■ Contracted Services



# MUNICIPAL COURT

## Department Description & Budget Detail

The mission of the City of Centennial Municipal Court is to efficiently and expeditiously adjudicate all cases filed within our jurisdiction while providing exemplary customer service. The Municipal Court strives to be

recognized as providing a courteous and innovative system of justice. The Court will serve the public trust with integrity and accountability for public resources.

BUDGET DETAIL	2019 Actual	2020 Actual	2021 Adopted	2022 Budget	CHANGE	
					\$	%
<b>Personnel Costs</b>	<b>\$ 359,149</b>	<b>\$ 338,676</b>	<b>\$ 398,620</b>	<b>\$ 248,080</b>	<b>\$ (150,540)</b>	<b>-38%</b>
Salaries and Wages	244,958	232,190	266,110	189,720	(76,390)	-29%
Benefits	114,191	106,486	132,510	58,360	(74,150)	-56%
<b>Departmental Costs</b>	<b>131,427</b>	<b>77,578</b>	<b>104,000</b>	<b>88,800</b>	<b>(15,200)</b>	<b>-15%</b>
Professional Services	22,287	225	22,000	22,000	-	0%
Printing Services	1,083	2,136	3,000	1,000	(2,000)	-67%
Merchant Card Services	18,087	14,788	15,000	-	(15,000)	-100%
Judge Services	73,796	44,004	44,000	45,800	1,800	4%
Prosecutor Services	14,004	16,425	20,000	20,000	-	0%
All Other Costs	2,170	-	-	-	-	N/A
<b>TOTAL MUNICIPAL COURT</b>	<b>\$ 490,576</b>	<b>\$ 416,254</b>	<b>\$ 502,620</b>	<b>\$ 336,880</b>	<b>\$ (165,740)</b>	<b>-33%</b>

### 2021 ACCOMPLISHMENTS

- Continued to provide fair and efficient adjudication of court cases within its jurisdiction despite COVID-19 restrictions.
- Continued implementation of virtual court arraignments due to COVID-19 restrictions.

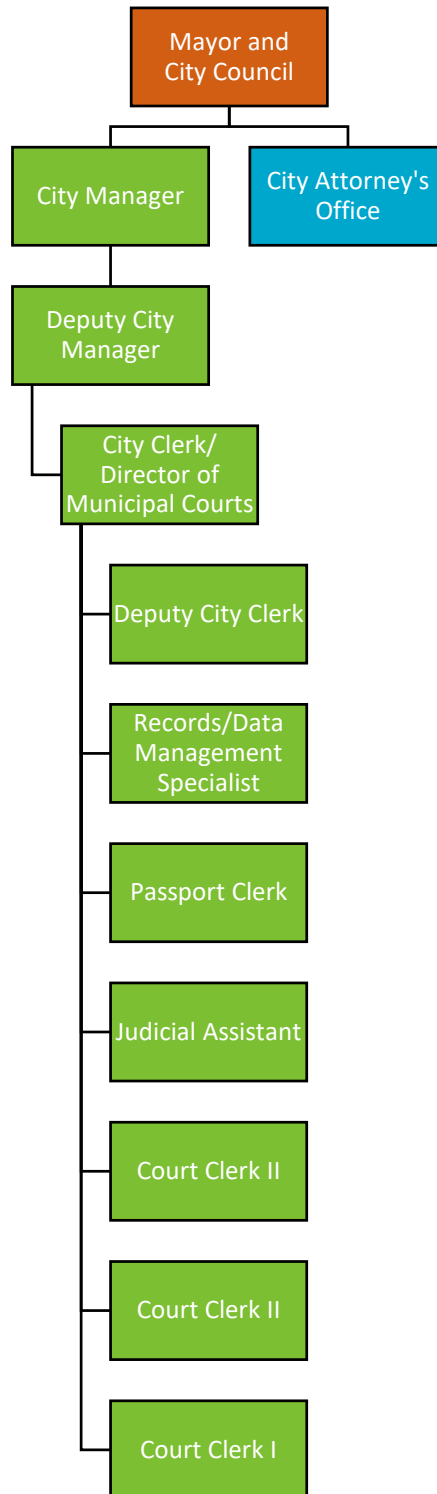
### 2022 WORK PLAN

- Complete implementation of Municipal Code updates to be consistent with state laws and rules.
- Continued implementation and process improvements for virtual court appointments, arraignments, and trials.
- Continue providing quality service that exceeds the community's expectations.





# MUNICIPAL COURT



**MUNICIPAL COURT 4.0 FTE**

 Citizens  Elected Officials  City Staff  Contracted Services

# OFFICE OF STRATEGIC INITIATIVES

## Department Description & Budget Detail

The Office of Strategic Initiatives leads strategic endeavors, manages and supports projects and programs, and fosters continuous improvement and innovation in the City. OSI supports strategic planning, budgeting, performance measurement, and continuous improvement for the City. OSI also manages Centennial

FiberWorks, administers emergency management in partnership with the Arapahoe County Sheriff's Office, manages the City's general improvement districts as well as franchise agreements, and works with others in the organization to support various larger policy initiatives.

BUDGET DETAIL	2019 Actual	2020 Actual	2021 Adopted	2022 Budget	CHANGE	
					\$	%
<b>Personnel Costs</b>	<b>\$ 24,016</b>	<b>\$ 548,338</b>	<b>\$ 742,770</b>	<b>\$ 554,740</b>	<b>\$ (188,030)</b>	<b>-25%</b>
Salaries and Wages	21,023	479,137	556,950	421,710	(135,240)	-24%
Benefits	2,993	69,201	185,820	133,030	(52,790)	-28%
<b>Departmental Costs</b>	<b>4,921</b>	<b>554,813</b>	<b>63,500</b>	<b>44,500</b>	<b>(19,000)</b>	<b>-30%</b>
Professional Services	440	22,564	-	2,500	2,500	N/A
Project Specific	4,481	532,249	63,500	42,000	(21,500)	-34%
<b>TOTAL OFFICE OF STRATEGIC INITIATIVES</b>	<b>\$ 28,937</b>	<b>\$ 1,103,151</b>	<b>\$ 806,270</b>	<b>\$ 599,240</b>	<b>\$ (207,030)</b>	<b>-26%</b>

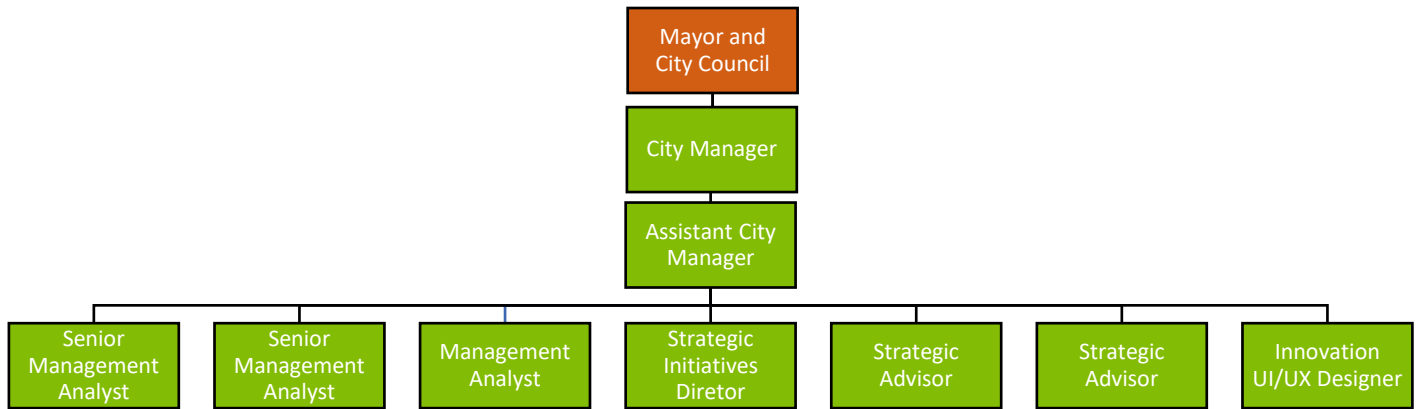
### 2021 ACCOMPLISHMENTS

- Continued tree program, encouraging planting of residential trees.
- Continued the Xcel Partners in Energy program in partnership with community members and organizations.
- Assessed the undergrounding of overhead power lines.
- Assessed options related to streetlight ownership.
- Through the strategic planning and budgeting process, supported transparency in municipal operations.
- Worked on multiple "Smart Cities" initiatives, supporting the overall goals of the City.
- Continued making improvements to the City's performance management program.
- Tracked and monitored legislation and rulemaking that may affect the City.
- Continued Lifelong Homes and Aging in Community programs.
- Managed the City's general improvement districts.

### 2022 WORK PLAN

- Continue overhaul of performance management program.
- Fiberworks - Connect fiber network regionally.
- Continue residential tree planting program.
- Work with Arapahoe County to manage the City's Community Development Block Grants.
- Manage and maintain the Parker-Jordan Centennial Open Space and Centennial Center Park.
- Track legislation.
- Continue innovation program.
- Consider opportunities to improve transparency through technology.
- Complete fence replacement in the Willow Creek 1 & 2 GID.
- Continue work with City Council, Arapahoe County, and other community partners to address homelessness issues.

# OFFICE OF STRATEGIC INITIATIVES



**STRATEGIC INITIATIVES 7.0 FTE**

 Citizens  Elected Officials  City Staff  Contracted Services

# OFFICE OF TECHNOLOGY & INNOVATION

## Department Description & Budget Detail



The Office of Technology and Innovation (OTI) is composed of Information Technology and GIS and Data Analytics. OTI supports the current and future technology, mapping and data needs, and innovative initiatives to enhance City operations and further the vision of the City. The Department is committed to providing the highest level of support across five functional pillars: Client Services, Technical Services, Analytical Services, Enterprise Services, and Web Services. Responsibilities include:

- Managing all duties assigned to the IT Help Desk to support their ability to meet Key Performance Measures.
- Ensuring the City has properly maintained and well-functioning technology hardware. This includes desktops, laptops, phones, servers, and all other computing devices.
- Supporting major and minor updates to software suites, and support operations in evaluating all software needs.
- Maintaining a current and accurate geospatial database that is a resource for residents, business owners, Council, Staff, and contractors.
- Providing continual updates and enhancements to external and internal facing GIS maps.
- Providing constant analysis of new or enhanced services that meet ever-changing needs of residents, business owners, and the internal operations of the City.



# OFFICE OF TECHNOLOGY & INNOVATION

BUDGET DETAIL	2019 Actual	2020 Actual	2021 Adopted	2022 Budget	CHANGE	
					\$	%
<b>OTI Administration</b>						
<b>Personnel Costs</b>	<b>\$ 1,099,584</b>	<b>\$ 259,579</b>	<b>\$ 233,790</b>	<b>\$ 237,240</b>	<b>\$ 3,450</b>	<b>1%</b>
Salaries and Wages	855,175	169,684	182,950	187,520	4,570	2%
Benefits	244,409	89,895	50,840	49,720	(1,120)	-2%
<b>Subtotal OTI Administration</b>	<b>1,099,584</b>	<b>259,579</b>	<b>233,790</b>	<b>237,240</b>	<b>3,450</b>	<b>1%</b>
<b>Client Services</b>						
<b>Personnel Costs</b>	<b>-</b>	<b>208,591</b>	<b>211,670</b>	<b>308,170</b>	<b>96,500</b>	<b>46%</b>
Salaries and Wages	-	162,482	154,570	217,880	63,310	41%
Benefits	-	46,108	57,100	90,290	33,190	58%
<b>Departmental Costs</b>	<b>611,121</b>	<b>598,056</b>	<b>572,190</b>	<b>756,080</b>	<b>183,890</b>	<b>32%</b>
Computer Supplies	13,803	2,854	16,000	16,000	-	0%
Non-Capital Equipment	170,359	84,457	35,000	73,000	38,000	109%
Professional Services	-	66,517	108,160	-	(108,160)	-100%
Project Specific	-	136,029	-	161,600	161,600	N/A
IT Services	36,598	54,895	66,000	72,000	6,000	9%
Software Licenses and Maintenance	23,842	139,646	225,030	240,880	15,850	7%
Software Other	1,686	9,846	10,000	15,000	5,000	50%
General Repair & Maintenance	16,532	-	-	-	-	N/A
Equipment Lease	275,127	(1,570)	-	-	-	N/A
Copiers	7,554	13,250	15,000	30,000	15,000	100%
Telecommunications	35,088	42,318	52,000	78,400	26,400	51%
Cell Phones	27,365	48,183	45,000	69,200	24,200	54%
Alarm and Fax Lines	3,167	1,630	-	-	-	N/A
<b>Subtotal Client Services</b>	<b>611,121</b>	<b>806,647</b>	<b>783,860</b>	<b>1,064,250</b>	<b>280,390</b>	<b>36%</b>
<b>Technical Services</b>						
<b>Personnel Costs</b>	<b>-</b>	<b>576,497</b>	<b>694,700</b>	<b>683,100</b>	<b>(11,600)</b>	<b>-2%</b>
Salaries and Wages	-	458,382	521,690	534,660	12,970	2%
Benefits	-	118,115	173,010	148,440	(24,570)	-14%
<b>Departmental Costs</b>	<b>544,800</b>	<b>293,465</b>	<b>437,500</b>	<b>407,840</b>	<b>(29,660)</b>	<b>-7%</b>
Computer Supplies	310	1,180	-	-	-	N/A
Non-Capital Equipment	-	49,650	41,000	-	(41,000)	-100%
Professional Services	359	123,101	18,000	80,000	62,000	344%
Project Specific	-	29,321	186,000	39,500	(146,500)	-79%
IT Services	522,393	87,108	136,500	210,250	73,750	54%
Software License and Maintenance	21,737	3,106	56,000	78,090	22,090	39%
<b>Subtotal Technical Services</b>	<b>544,800</b>	<b>869,962</b>	<b>1,132,200</b>	<b>1,090,940</b>	<b>(41,260)</b>	<b>-4%</b>
<b>Analytical &amp; GIS Services</b>						
<b>Personnel Costs</b>	<b>275,264</b>	<b>313,995</b>	<b>312,580</b>	<b>314,370</b>	<b>1,790</b>	<b>1%</b>
Salaries and Wages	202,049	229,227	227,200	226,860	(340)	0%
Benefits	73,215	84,768	85,380	87,510	2,130	2%
<b>Departmental Costs</b>	<b>31,716</b>	<b>105,364</b>	<b>90,000</b>	<b>176,440</b>	<b>86,440</b>	<b>96%</b>
Professional Services	17,417	50,489	20,000	90,000	70,000	350%
GIS Services	8,550	8,425	-	-	-	N/A
Software Licenses and Maintenance	-	46,450	70,000	86,440	16,440	23%
Alarm & Fax Line	5,749	-	-	-	-	N/A
<b>Subtotal Analytical &amp; GIS Services</b>	<b>306,980</b>	<b>419,359</b>	<b>402,580</b>	<b>490,810</b>	<b>88,230</b>	<b>22%</b>



# OFFICE OF TECHNOLOGY & INNOVATION

## Enterprise Services

<b>Personnel Costs</b>	-	<b>394,177</b>	<b>454,960</b>	<b>583,780</b>	<b>128,820</b>	<b>28%</b>
Salaries and Wages	-	297,177	326,000	407,790	81,790	25%
Benefits	-	97,000	128,960	175,990	47,030	36%
<b>Departmental Costs</b>	<b>43,175</b>	<b>366,749</b>	<b>346,970</b>	<b>458,330</b>	<b>111,360</b>	<b>32%</b>
Project Specific	43,175	57,357	-	-	-	N/A
IT Services	-	126,327	142,600	147,000	4,400	3%
Software Licenses and Maintenance	-	183,065	204,370	311,330	106,960	52%
<b>Subtotal Enterprise Services</b>	<b>43,175</b>	<b>760,927</b>	<b>801,930</b>	<b>1,042,110</b>	<b>240,180</b>	<b>30%</b>

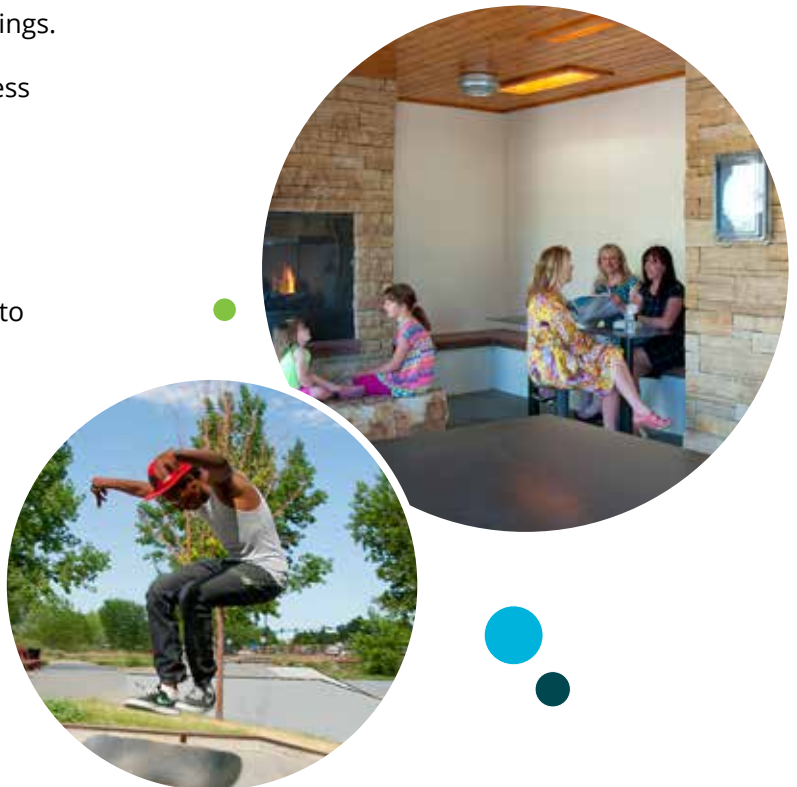
<b>TOTAL OFFICE OF TECHNOLOGY &amp; INNOVATION</b>	<b>\$ 2,605,660</b>	<b>\$ 3,116,473</b>	<b>\$ 3,354,360</b>	<b>\$ 3,925,350</b>	<b>\$ 570,990</b>	<b>17%</b>
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## 2021 ACCOMPLISHMENTS

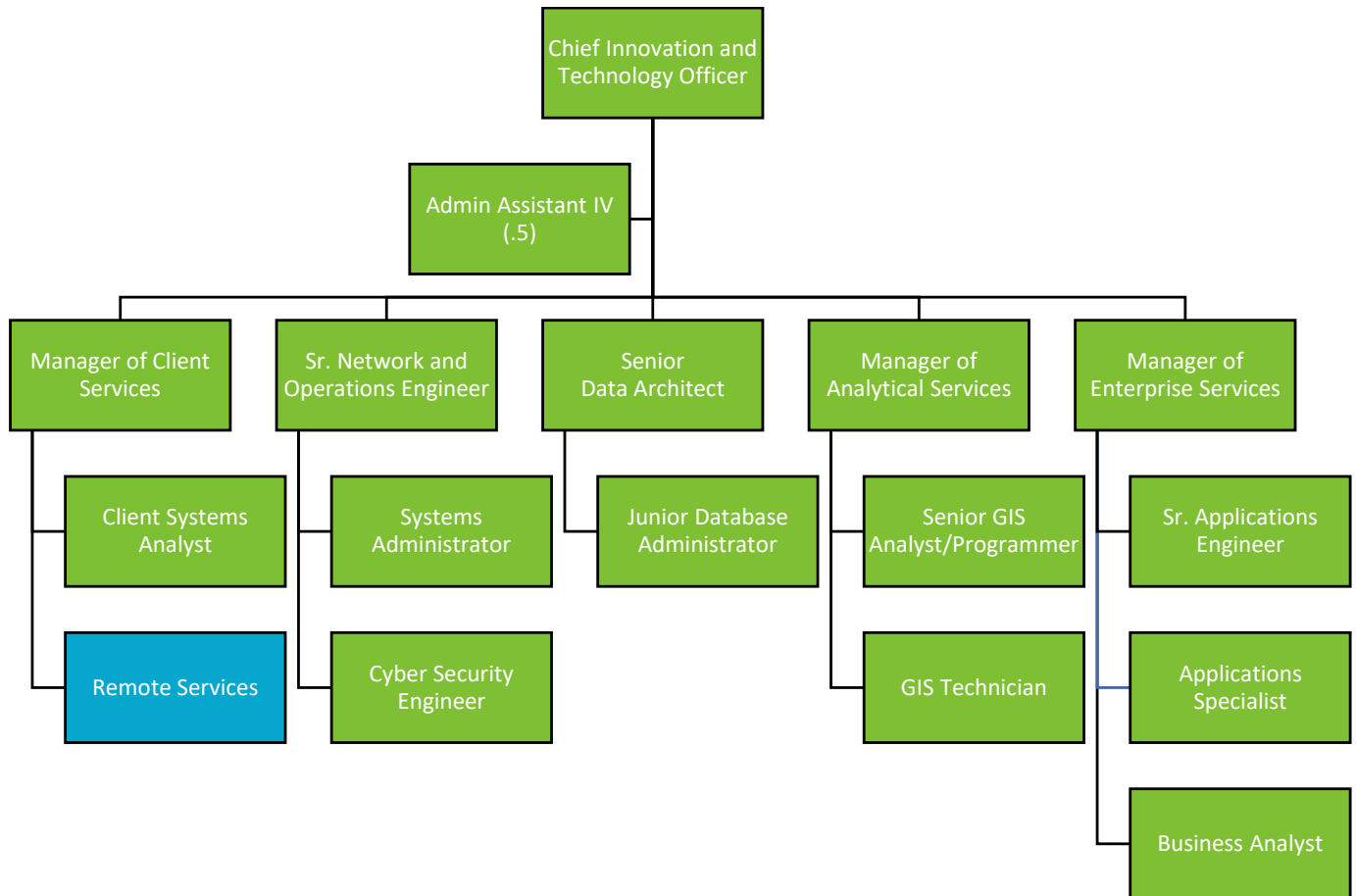
- Successfully planned, implemented, and integrated several major software changes.
- Continued to build and deploy new and innovative GIS and analytical capabilities.
- Worked with the Public Works Department to support the deployment and implementation of the Intelligent Transportation System.
- Expanded provision of e-government and e-services products in response to COVID-19 pandemic, including implementing online City Council meetings.
- Supported the OnBase content conversion process to increase electronic document management capabilities.
- Provided ongoing support for the information technology needs of the organization.
- Collaborated with the Public Works Department to begin CRM software replacement.

## 2022 WORK PLAN

- Enhance the City's cybersecurity posture, including ensuring newly-deployed systems, software, and devices are planned, integrated, and supported.
- Implement new and updated software and hardware to support the technology needs of the organization.
- Continue to explore opportunities and next steps through an Internet-of-Things pilot project to deploy remote capabilities.



# TECHNOLOGY & INNOVATION



**TECHNOLOGY & INNOVATION 16.5 FTE**

■ Citizens ■ Elected Officials ■ City Staff ■ Contracted Services

# PUBLIC SAFETY

## Department Description & Budget Detail

The Arapahoe County Sheriff's Office provides a full range of law enforcement and public safety services to the citizens of Centennial through a multi-year contract. These services include uniform patrol, traffic safety, criminal investigations, emergency management, community resources, school resource officers, SWAT, bomb squad, and records management. The Arapahoe County Sheriff's Office has been a nationally accredited law enforcement agency since 1988.

The Arapahoe County Sheriff's Office is committed to fostering Centennial's high quality of life through innovative programs and services. These include a City-wide graffiti clean-up program, community resource/crime prevention, and community services specialists.

BUDGET DETAIL	2019 Actual	2020 Actual	2021 Adopted	2022 Budget	CHANGE	
					\$	%
Departmental Costs	\$ 28,082,194	\$ 29,453,500	\$ 31,503,940	\$ 32,325,100	\$ 821,160	3%
Public Safety Contract	28,082,194	29,453,500	31,503,940	32,325,100	821,160	3%
<b>TOTAL LAW ENFORCEMENT</b>	<b>\$ 28,082,194</b>	<b>\$ 29,453,500</b>	<b>\$ 31,503,940</b>	<b>\$ 32,325,100</b>	<b>\$ 821,160</b>	<b>3%</b>

### 2021 ACCOMPLISHMENTS

- Continued enforcement of state law and city-adopted municipal, criminal, and traffic codes.
- Continued to increase community policing and engagement efforts.
- Continued implementation of the co-responder program, an alternative public safety program to address mental illness.
- Continued supporting interagency health and safety efforts through strong partnerships with SMFRD, Southeast Metro Stormwater Authority, Tri-County Health Department, and the City's Building Services/Code Compliance.

### 2022 WORK PLAN

- Pursue additional grant funding opportunities.
- Continue to coordinate public health and safety efforts across agencies to support the needs of the community.
- Increase community policing and engagement efforts.
- Reduce or maintain traffic crash levels in partnership with Public Works.



# PUBLIC WORKS

## Department Description and Budget Detail

Public Works administration manages all functions of the Department to provide a well-functioning and well-maintained street system in order to ensure safe and efficient transportation for the public. It manages and coordinates the work activities for public works capital improvements, transportation planning and traffic engineering, and street maintenance. It also manages information services for the Department, which includes the business systems (phones and computers) and the 24-hour Citizen Response Center. The division is responsible for coordinating the activities of contractors and utility providers for work in the public right-of-way for new developments; issues development permits; and coordinates and inspects construction for all new developments.

Traffic Engineering Services is responsible for transportation planning, traffic engineering, and neighborhood safety to provide a safe and efficient transportation system for City residents and commuters. The Division works with state and nearby local transportation agencies to coordinate efforts to improve the transportation network. It also manages the collection of traffic data, reviews development plans and traffic studies, manages traffic signs and pavement markings programs, manages the operation

and maintenance of traffic signals, reviews and analyzes accident data, and identifies and recommends intersection improvements.

Field Services provides a well-maintained street system through its street sweeping, mowing, pavement patching, concrete replacement, crack sealing, lane striping, pavement marking, and sign maintenance programs. It also provides snow removal services for the City's designated priority streets. The Division is responsible for coordinating the activities of utility providers, issuing permits, and inspecting construction for all work within the public right-of-way.

Facilities and Fleet provide ongoing maintenance to the City's buildings, park, and fleet assets. This includes providing: operation and monitoring of Centennial Center Park; landscape maintenance; inspection and maintenance of playground and park equipment; regular and routine maintenance on fleet vehicles; general maintenance at the Civic Center and Eagle St. facility; perform condition assessment on the City's equipment; and snow removal, all while minimizing interruptions on the day-to-day operations of citizens, employees, and general City business.



# PUBLIC WORKS

BUDGET DETAIL	2019 Actual	2020 Actual	2021 Adopted	2022 Budget	CHANGE \$ %	
Public Works Admin						
Personnel Costs	\$ 429,662	\$ 752,284	\$ 773,240	\$ 801,870	\$ 28,630	4%
Salaries and Wages	320,016	559,499	565,660	590,350	24,690	4%
Benefits	109,646	192,785	207,580	211,520	3,940	2%
Departmental Costs	15,317,501	8,685,651	8,762,720	9,146,010	383,290	4%
Materials Fuel	155,107	247	-	-	-	N/A
Professional Services	217,764	18,915	150,000	150,000	-	0%
Project Specific	-	121,931	60,000	50,000	(10,000)	-17%
Public Works Contract	12,545,873	8,485,257	8,505,720	8,898,010	392,290	5%
Mosquito Control	40,465	41,478	42,000	42,000	-	0%
Animal Services	4,299	4,504	5,000	6,000	1,000	20%
Street Light Maintenance	112,563	31	-	-	-	N/A
Traffic Signals Utilities	54,045	621	-	-	-	N/A
Street Lighting Utilities	794,937	12,668	-	-	-	N/A
All Other Costs	1,392,448	-	-	-	-	N/A
Subtotal Public Works Administration	15,747,163	9,437,936	9,535,960	9,947,880	411,920	4%
Fleet						
Departmental Costs	87	1,388	23,500	10,500	(13,000)	-55%
Fuel	-	957	500	1,000	500	100%
General Repair and Maintenance	87	431	9,500	9,500	-	0%
Vehicles	-	-	13,500	-	(13,500)	-100%
Subtotal Fleet	87	1,388	23,500	10,500	(13,000)	-55%
Facilities						
Departmental Costs	899,408	901,148	865,000	950,700	85,700	10%
Non-Capital Equipment	8,691	4,466	10,000	13,000	3,000	30%
Professional Services	11,036	120,126	94,000	90,000	(4,000)	-4%
Security Services	-	9,396	15,000	-	(15,000)	-100%
Facilities Contract	371,651	346,479	320,000	367,500	47,500	15%
Grounds Maintenance	163,920	53,677	75,000	75,000	-	0%
Park Maintenance	1,020	1,131	1,000	1,000	-	0%
General Repair and Maintenance	108,168	60,857	100,000	100,000	-	0%
Utilities	195,723	180,634	200,000	225,000	25,000	13%
Centennial Park Utilities	12,314	12,490	20,000	20,000	-	0%
Alarm and Fax Lines	20,390	2,278	10,000	15,000	5,000	50%
Building Improvements	5,259	107,664	10,000	10,000	-	0%
Furniture & Fixtures	1,236	1,949	10,000	34,200	24,200	242%
Subtotal Facilities	899,408	901,148	865,000	950,700	85,700	10%
TOTAL PUBLIC WORKS	\$ 16,646,658	\$ 10,340,472	\$ 10,424,460	\$ 10,909,080	\$ 484,620	5%



# PUBLIC WORKS

## 2021 ACCOMPLISHMENTS

- Continued the deployment and expansion of the City's Intelligent Transportation System, including substantial completion of the traffic fiber backbone and progress toward the implementation of adaptive traffic signal control in selected corridors. Completed the implementation of adaptive traffic signal control on one cross-jurisdictional corridor.
- Continued to explore methods for improving transportation and mobility within Centennial.
- Completed the Colorado Boulevard (Orchard Road to County Line Road) Multimodal Corridor Study, defining the vision and mobility plan for the corridor.
- Constructed new sidewalks and improved pedestrian access.
- Continued regional partnerships to improve transportation and mobility within the South Denver Metro region.
- Continued the administration of the Neighborhood Traffic Management Program, improving safety by constructing traffic mitigation measures within three City neighborhoods.
- Continued providing snow plowing services on streets and sidewalks throughout the City.
- Completed annual street rehabilitation program in addition to ongoing maintenance, ensuring appropriate maintenance of the City's street network.
- Conducted traffic safety analyses on various projects and construction activities and implemented recommendations.
- Completed construction of the CDOT-funded southbound right turn lane on Quebec Street at County Line Road.
- Facilitated design and construction of Open Space trail projects.
- Completed the reaccreditation program through the American Public Works Association.
- Completed the design and easement acquisition for the Arapahoe Road Bridge Project over Big Dry Creek.
- Completed the construction of new traffic signals.
- Finalized the construction of the fence for the Foxridge GID.
- Completed the roadside improvement program on both sides of Chenango Drive (Dunkirk Way to Himalaya Street).
- Performed system development for Cityworks to replace Cartegraph in 2022.



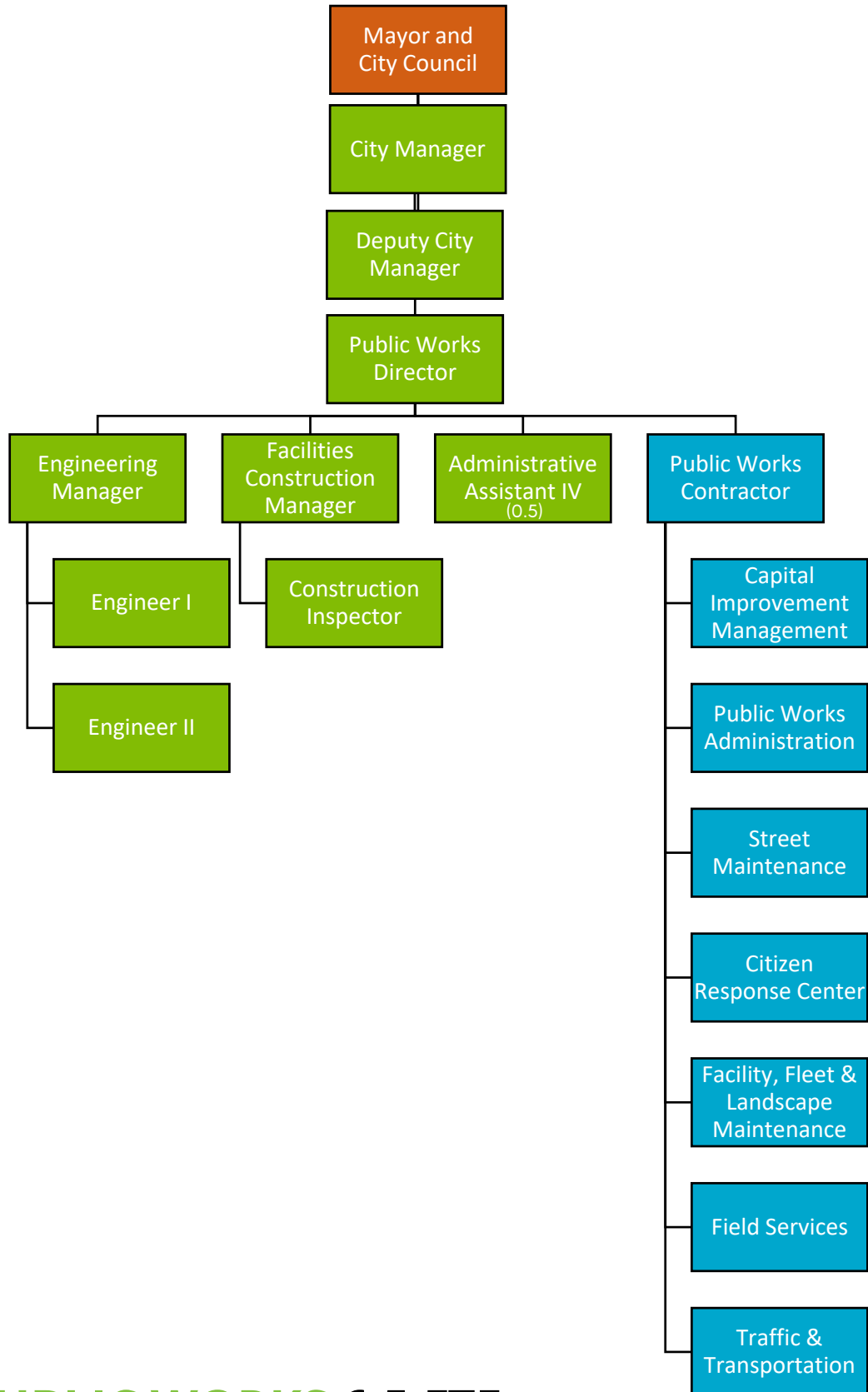
# PUBLIC WORKS



## 2022 WORK PLAN

- Complete design, easement acquisition, and utilities coordination, and begin construction for the Orchard Road Widening Project.
- Commence with construction for the Arapahoe Road Bridge Replacement at Big Dry Creek Project.
- Examine City structures and facilitate maintenance and repairs, including long-term rehabilitation or replacement, where appropriate.
- Implement crosswalk safety improvements at identified intersections/crossings.
- Explore options for completing pedestrian and bike corridors to improve connections to community nodes (parks, schools, community centers, and access to goods and services).
- Finalize the Smoky Hill Road Transportation Corridor Study, and begin the Easter Avenue Transportation Corridor Study.
- Finalize the implementation of the Intelligent Traffic System Master Plan, including the implementation of adaptive traffic signal control in the remaining selected corridors, and consider other opportunities related to ITS.
- Continue to define and refine the Dry Creek Station Infrastructure Requirements to enable next-generation infrastructure for the City.
- Continue program to install traffic signals at unsignalized intersections that meet warrants.
- Continue to enhance the image of the City by implementing the roadside improvement program on selected corridors.
- Conduct traffic safety analyses and implement recommendations as identified.
- Continue with upgrades and repairs to the Civic Center and Eagle Street facilities.
- Continue to engage and cooperate with regional partners to improve transportation in the south metro region, e.g. County Line Road Widening, University - Broadway.
- Complete the system development and implementation of the Centennial Asset Management System, or Cityworks.
- Implement intersection and corridor improvements.

# PUBLIC WORKS



**PUBLIC WORKS 6.5 FTE**

■ Citizens ■ Elected Officials ■ City Staff ■ Contracted Services

# STREET FUND

## Fund Balance, Total Financial Sources & Uses

BUDGET DETAIL	2020 Actual	2021 Adopted	2022 Budget	CHANGE	
				\$	%
<b>BEGINNING FUND BALANCE</b>	\$ -	\$ 24,682,789	\$ 52,696,499	\$ 28,013,710	113%
<b>Revenues</b>					
Sales Tax	2,800,000	2,800,000	2,800,000	-	0%
Motor Vehicle Use Tax	5,309,401	4,695,000	5,800,000	1,105,000	24%
Highway Users Tax Fund	4,823,385	5,030,000	4,650,000	(380,000)	-8%
Road and Bridge Shareback	599,528	605,000	605,000	-	0%
Pavement Degradation Fees	36,173	35,000	40,000	5,000	14%
State Grants	82,534	-	1,450,000	1,450,000	N/A
Federal Grants	85,032	-	-	-	N/A
Intergovernmental - Other	370,011	950,000	765,000	(185,000)	-19%
Miscellaneous	280,589	-	-	-	N/A
<b>Subtotal Revenues</b>	<b>14,386,653</b>	<b>14,115,000</b>	<b>16,110,000</b>	<b>1,995,000</b>	<b>14%</b>
<b>Other Financing Sources</b>					
Transfer In From General Fund	5,348,510	3,000,000	12,000,000	9,000,000	300%
Transfer In From Capital Improvement Fund	22,469,000	2,000,000	6,500,000	4,500,000	225%
<b>TOTAL REVENUES &amp; TRANSFERS</b>	<b>42,204,163</b>	<b>19,115,000</b>	<b>34,610,000</b>	<b>15,495,000</b>	<b>81%</b>
<b>Expenditures</b>					
County Treasurer Fee	242,144	235,000	275,000	40,000	17%
County Vendor Fee	22,119	-	-	-	N/A
CIP Management	17,047	-	-	-	N/A
<b>Roadways</b>					
Materials Snow Removal	608,382	600,000	650,000	50,000	8%
Materials Asphalt	64,639	80,000	130,000	50,000	63%
Materials Fuel	126,691	160,000	160,000	-	0%
Professional Services	626,751	1,850,000	3,026,000	1,176,000	64%
Public Works Contract	3,843,220	3,902,640	4,760,190	857,550	22%
Median Repairs	-	-	60,000	60,000	N/A
Street Rehab	6,212,529	7,500,000	7,500,000	-	0%
Roadside Improvements	285,982	405,000	1,000,000	595,000	147%
Emergency Repairs	122,253	200,000	200,000	-	0%
Major Structures	-	175,000	350,000	175,000	100%
Minor Structures	31,033	50,000	70,000	20,000	40%
TMA Landscaping	51,553	55,000	52,000	(3,000)	-5%
Roadway Data Collection	-	160,000	226,300	66,300	41%
Contingency	-	500,000	-	(500,000)	-100%
Land Acquisition	-	700,000	500,000	(200,000)	-29%
Roadway Improvements	27,032	1,080,000	1,005,000	(75,000)	-7%
Capital Projects	234,368	6,400,000	11,700,000	5,300,000	83%
Neighborhood Traffic Mitigation Program	24,566	150,000	225,000	75,000	50%
<b>Subtotal Roadways</b>	<b>12,258,998</b>	<b>23,967,640</b>	<b>31,614,490</b>	<b>7,646,850</b>	<b>32%</b>

# STREET FUND

BUDGET DETAIL	2020 Actual	2021 Adopted	2022 Budget	CHANGE	
				\$	%
<b>Traffic Signalization</b>					
Professional Services	50,750	100,000	417,000	317,000	317%
Public Works Contract	624,117	650,440	684,460	34,020	5%
Traffic Signals Maintenance	339,459	25,000	200,000	175,000	700%
Traffic Signals Utilities	31,851	30,000	37,500	7,500	25%
Contingency	-	367,090	-	(367,090)	-100%
Traffic Signals	1,581,672	550,000	2,163,000	1,613,000	293%
ITS Project	-	-	22,000	22,000	N/A
<b>Subtotal Traffic Signalization</b>	<b>2,627,849</b>	<b>1,722,530</b>	<b>3,523,960</b>	<b>1,801,430</b>	<b>105%</b>
<b>Bike &amp; Pedestrian</b>					
Transit & Shelter Administration	-	-	20,000	20,000	N/A
Roadway Improvements	1,807	101,400	40,000	(61,400)	-61%
Sidewalks	1,365,026	2,121,760	1,435,000	(686,760)	-32%
Traffic Signals	33,599	225,000	250,000	25,000	11%
<b>Subtotal Bike &amp; Pedestrian</b>	<b>1,400,431</b>	<b>2,448,160</b>	<b>1,745,000</b>	<b>(703,160)</b>	<b>-29%</b>
<b>Street Lighting</b>					
Street Light Maintenance	8,674	100,000	100,000	-	0%
Street Lighting Utilities	944,112	875,000	900,000	25,000	3%
<b>Subtotal Street Lighting</b>	<b>952,786</b>	<b>975,000</b>	<b>1,000,000</b>	<b>25,000</b>	<b>3%</b>
<b>TOTAL EXPENDITURES</b>	<b>17,521,374</b>	<b>29,348,330</b>	<b>38,158,450</b>	<b>8,810,120</b>	<b>30%</b>
NET CHANGE IN FUND BALANCE	24,682,789	(10,233,330)	(3,548,450)		
<b>ENDING FUND BALANCE</b>	<b>\$ 24,682,789</b>	<b>\$ 14,449,459</b>	<b>\$ 49,148,049</b>	<b>\$ 34,698,590</b>	<b>240%</b>





# STREET FUND

**\*25% Operating Reserve:** Said items are identified as operating costs, 25% of total cost is allocated for reserve. 2,649,730

## Committed Fund Balance

**Sidewalk Reserve:** Said funds shall be reserved to complete sidewalk segments identified within the City's 10-year Capital Improvement Plan. 2,000,000

**Easter Avenue and Havana Street Intesection** 11,000,000

**Infrastructure Replacement Reserve:** Said funds shall be applied towards the replacement of existing infrastructure owned and maintained by the City of Centennial. This may include, but is not limited to, streets, sidewalks, street lights, signal lights, and bridges. 1,000,000

**Intersection Improvements Reserve:** Said funds are committed and will be applied as warrants are approved for signal lights and associated infrastructure and other safety improvements. 1,400,000

**Undergrounding Reserve:** Said funds shall be reserved for undergrounding overhead utilities within the City of Centennial. 1,000,000

**Lone Tree Creek Trail:** Said Funds shall be reserved for anticipated construction Street-related costs related to Lone Tree Creek Trail Phase III. Does not capture committed amounts contained in other City Funds. 850,000

**Emergency Capital Repairs:** Said funds shall be available if emergency repairs need to be made to infrastructure, or other capital improvements and other appropriated funds are not available or insufficient to cover cost of repairs. 500,000

**Capital Asset Acquisition:** Said funds shall be reserved for the potential purchase of capital street-related assets by the City in the event direction is provided. 2,300,000

**Capital Projects:** - Said funds shall be reserved for projects identified in the Transportation Master Plan which will be completed in late 2021 or early 2022. 20,000,000

**Total Committed Fund Balance** 40,050,000

**Uncommitted Fund Balance** \$ 6,448,319



# CAPITAL IMPROVEMENT FUND

## Fund Balance, Total Financial Sources & Uses

BUDGET DETAIL	2019 Actual	2020 Actual	2021 Adopted	2022 Budget	CHANGE \$ %	
<b>BEGINNING FUND BALANCE</b>	<b>\$ 42,886,009</b>	<b>\$ 47,956,237</b>	<b>\$ 24,176,237</b>	<b>\$ 20,364,577</b>	<b>\$ (3,811,660)</b>	<b>-16%</b>
<b>Revenues</b>						
Pavement Degradation Fees	32,923	-	-	-		N/A
Federal Grants	41,965	-	-	-		N/A
Community Development Block Grants	184,595	-	-	-		N/A
Intergovernmental Other	81,047	-	-	-		N/A
Miscellaneous Revenues	339,578	-	-	-		N/A
Capital Contributions	85,832	-	-	-		N/A
<b>Subtotal Revenues</b>	<b>765,941</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>N/A</b>
<b>Other Financing Sources</b>						
Transfer In From General Fund	13,000,000	-	-	-	-	N/A
<b>TOTAL REVENUES &amp; TRANSFERS</b>	<b>13,765,941</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>N/A</b>
<b>Expenditures</b>						
Building Improvements	88,538	304,306	390,000	1,910,340	1,520,340	390%
Equipment	144,670	-	-	20,000	20,000	N/A
Vehicles	-	34,676	-	30,000	30,000	N/A
ITS Project	516,986	609,510	1,740,000	1,005,000	(735,000)	-42%
Fiber - Optic	82,488	45,000	-	-	-	N/A
Traffic Signals	271,418	-	-	150,000	150,000	N/A
IT Systems	265,623	130,435	819,120	965,000	145,880	18%
Professional Services	28,139	94,476	-	225,000	225,000	N/A
Project Specific	-	-	680,000	680,000	-	0%
CIP Management	236,666	24,596	-	-	-	N/A
Grant Match - City	-	68,000	-	-	-	N/A
All Other Costs *	7,061,185	-	-	-	-	N/A
<b>Subtotal Expenditures</b>	<b>8,695,713</b>	<b>\$1,311,000</b>	<b>\$3,629,120</b>	<b>\$4,985,340</b>	<b>\$1,356,220</b>	<b>37%</b>
<b>Other Financing Uses</b>						
Transfer Out To Street Fund	-	22,469,000	2,000,000	6,500,000	4,500,000	225%
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>8,695,713</b>	<b>23,780,000</b>	<b>5,629,120</b>	<b>11,485,340</b>	<b>5,856,220</b>	<b>104%</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>5,070,228</b>	<b>(23,780,000)</b>	<b>(5,629,120)</b>	<b>(11,485,340)</b>		
<b>ENDING FUND BALANCE</b>	<b>\$ 47,956,237</b>	<b>\$ 24,176,237</b>	<b>\$ 18,547,117</b>	<b>\$ 8,879,237</b>	<b>\$ (9,667,880)</b>	<b>-52%</b>



# OPEN SPACE FUND

## Fund Balance, Total Financial Sources & Uses

BUDGET DETAIL	2019 Actual	2020 Actual	2021 Adopted	2022 Budget	CHANGE	
					\$	%
BEGINNING FUND BALANCE	\$ 10,987,821	\$ 13,641,759	\$ 15,036,249	\$ 16,225,449	\$ 1,189,200	8%
<b>Revenues</b>						
Open Space Tax	2,898,870	3,128,997	2,750,000	3,400,200	650,200	24%
Interest Income	395,303	174,301	150,000	150,000	-	0%
Intergovernmental	-	100,000	2,750,000	2,250,000	(500,000)	-18%
<b>TOTAL REVENUES</b>	<b>3,294,173</b>	<b>3,403,298</b>	<b>5,650,000</b>	<b>5,800,200</b>	<b>150,200</b>	<b>3%</b>
<b>Expenditures</b>						
<b>Trails</b>						
Professional Services	10,074	20,406	10,000	225,480	215,480	2155%
Grounds Maintenance	140,487	177,503	110,000	125,000	15,000	14%
<b>OS Project Level 1</b>						
Parks and Recreation	165,851	436,940	3,140,000	4,850,000	1,710,000	54%
<b>OS Project Level 2</b>						
Lone Tree Creek Trail	-	247,445	3,710,000	4,415,000	705,000	19%
City Priority Projects	97,769	762,472	1,600,000	1,870,000	270,000	17%
Neighborhood Trail Connections	-	-	25,000	25,000	-	0%
<b>OS Project Level 3</b>						
Regional Partnerships	226,056	364,042	731,500	893,930	162,430	22%
<b>TOTAL EXPENDITURES</b>	<b>640,237</b>	<b>2,008,808</b>	<b>9,326,500</b>	<b>12,404,410</b>	<b>3,077,910</b>	<b>33%</b>
NET CHANGE IN FUND BALANCE	2,653,936	1,394,490	(3,676,500)	(6,604,210)		
ENDING FUND BALANCE	\$ 13,641,757	\$ 15,036,249	\$ 11,359,749	\$ 9,621,239	\$ (1,738,510)	-15%

### Committed Fund Balance

**Long Term Projects Reserve:** Said funds shall be reserved to complete future capital projects identified by City Council. Ten percent of Open Space funds annually will be put into reserve and shall carry any remaining previous year's funds. (Council Policy 2018-CCP-01): Balance includes 10% of 2019 -2021 actual and 2022 estimated revenues.

1,272,900

**Lone Tree Creek Trail:** Said funds shall be reserved to complete the three phases on the Lone Tree Creek Trail (Net of County Allocation - \$2.7M remaining for project with \$1.7M remaining reimbursement from County after 2022)

1,031,250

**Arapahoe County IGA - Dove Valley:** City's funding obligation for Dove Valley improvements per IGA.

3,000,000

**Centennial Link Trail:** Said funds shall be reserved to complete the Centennial Link Trail.

2,000,000

**Total Committed Fund Balance** 7,304,150

### Uncommitted Fund Balance

\$ 2,317,089



# CONSERVATION TRUST FUND

## Fund Balance, Total Financial Sources & Uses

BUDGET DETAIL	2019 Actual	2020 Actual	2021 Adopted	2022 Budget	CHANGE	
					\$	%
BEGINNING FUND BALANCE	\$ 3,139,533	\$ 3,355,811	\$ 3,504,556	\$ 3,714,556	\$ 210,000	6%
<b>Revenues</b>						
Lottery Proceeds	669,622	606,439	600,000	625,000	25,000	4%
Interest Income	79,346	23,020	40,000	10,000	(30,000)	-75%
Intergovernmental	60,000	-	-	-	-	N/A
<b>TOTAL REVENUES</b>	<b>808,968</b>	<b>629,459</b>	<b>640,000</b>	<b>635,000</b>	<b>(5,000)</b>	<b>-1%</b>
<b>Expenditures</b>						
Park Maintenance	592,692	480,714	455,000	600,000	145,000	32%
<b>TOTAL EXPENDITURES</b>	<b>592,692</b>	<b>480,714</b>	<b>455,000</b>	<b>600,000</b>	<b>145,000</b>	<b>32%</b>
NET CHANGE IN FUND BALANCE	216,276	148,745	185,000	35,000		
ENDING FUND BALANCE	\$ 3,355,809	\$ 3,504,556	\$ 3,689,556	\$ 3,749,556	\$ 60,000	2%



# LAND USE FUND

## Fund Balance, Total Financial Sources & Uses

BUDGET DETAIL	2019 Actual	2020 Actual	2021 Adopted	2022 Budget	CHANGE \$ %	
<b>BEGINNING FUND BALANCE</b>	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>Revenues</b>						
Contractor License	215,565	214,925	235,000	240,000	5,000	2%
Other Permits	177,883	118,041	135,000	148,000	13,000	10%
Building Permits	2,472,473	2,383,190	2,300,000	2,425,000	125,000	5%
Plan Review Fees	680,255	640,045	715,000	710,000	(5,000)	-1%
Planning Plan Review Fees	336,253	241,720	294,000	290,000	(4,000)	-1%
Building Re-inspection Fees	3,156	4,841	6,000	6,000	-	0%
State Grants	-	-	-	200,000	200,000	N/A
Rent Recovery Contractor	55,610	23,610	24,000	-	(24,000)	-100%
Miscellaneous Revenues	80,940	79,270	65,000	80,000	15,000	23%
Other Reimbursements	4,209	3,805	2,000	4,000	2,000	100%
<b>Subtotal Revenues</b>	<b>4,026,345</b>	<b>3,709,446</b>	<b>3,776,000</b>	<b>4,103,000</b>	<b>327,000</b>	<b>9%</b>
<b>Other Financing Sources</b>						
Transfer In From General Fund	826,124	710,153	-	-	-	N/A
<b>TOTAL REVENUES &amp; TRANSFERS</b>	<b>4,852,469</b>	<b>4,419,599</b>	<b>3,776,000</b>	<b>4,103,000</b>	<b>327,000</b>	<b>9%</b>
<b>Personnel Costs</b>	<b>478,049</b>	<b>530,717</b>	<b>601,120</b>	<b>1,935,460</b>	<b>1,334,340</b>	<b>222%</b>
Salaries and Wages	357,291	405,804	433,600	1,374,520	940,920	217%
Benefits	120,758	124,914	167,520	560,940	393,420	235%
<b>Departmental Costs</b>	<b>2,920,754</b>	<b>2,737,587</b>	<b>2,893,440</b>	<b>2,007,450</b>	<b>(885,990)</b>	<b>-31%</b>
Annual Compensation	-	-	29,400	34,000	4,600	16%
Office Supplies	4,124	2,671	4,000	12,000	8,000	200%
Postage and Courier	116	117	200	500	300	150%
Non-Capital Equipment	62	-	-	15,000	15,000	N/A
Materials Fuel	428	28	300	500	200	67%
Boards, Commissions and Community Activities	4,095	2,415	20,600	20,700	100	0%
Professional Services	34,348	32,124	26,000	755,000	729,000	2804%
Printing Services	-	-	250	5,000	4,750	1900%
Merchant Card Services	82,979	78,922	50,000	80,000	30,000	60%
Financial Accounting Services	4,368	2,042	2,000	2,000	-	0%
City Attorney's Office Service	105,907	140,292	115,000	214,240	99,240	86%
Annexations	70,338	9,368	50,000	50,000	-	0%
Engineering Services	7,445	-	15,000	20,000	5,000	33%
Land Use Contracted Services	110,723	107,278	130,000	120,000	(10,000)	-8%
Permitting and Inspections	2,357,625	2,248,413	2,300,000	471,570	(1,828,430)	-79%
Transit & Shelter Administration	10,175	11,100	12,700	-	(12,700)	-100%
Professional Development	20,717	3,912	19,900	44,750	24,850	125%
Meetings	2,629	-	-	-	-	N/A
Dues and Memberships	2,909	3,509	2,300	4,550	2,250	98%
Subscriptions	-	-	500	1,500	1,000	200%
Onboarding and Recruitment	1,000	18	-	-	-	N/A
Software Licensing and Maintenance	84,766	91,433	89,270	127,120	37,850	42%
Facility Lease	-	-	9,720	9,720	-	0%
Copiers	12,000	3,548	6,300	9,300	3,000	48%
Other Incentives	1,000	400	10,000	10,000	-	0%
Depreciation	3,003	-	-	-	-	N/A
<b>Subtotal Expenditures</b>	<b>3,398,803</b>	<b>3,268,305</b>	<b>3,494,560</b>	<b>3,942,910</b>	<b>448,350</b>	<b>13%</b>



# LAND USE

<b>Other Financing Uses</b>						
Transfer Out To General Fund	1,453,666	1,151,294	281,440	160,090	(121,350)	-43%
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>4,852,469</b>	<b>4,419,599</b>	<b>3,776,000</b>	<b>4,103,000</b>	<b>327,000</b>	<b>9%</b>
NET CHANGE IN FUND BALANCE	-	-	-	-		
<b>ENDING FUND BALANCE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>



# FIBER FUND

## Fund Balance, Total Financial Sources & Uses

BUDGET DETAIL	2019 Actual	2020 Actual	2021 Adopted	2022 Budget	CHANGE	
	\$	\$	\$	\$	\$	%
BEGINNING CASH BALANCE	\$ -	\$ 214,900	\$ 892,540	\$ 1,037,539	\$ 144,999	16%
<b>Revenues</b>						
Miscellaneous Revenue	32,634	60,338	-	-	-	N/A
Leased Property Revenue	29,486	37,184	35,130	38,190	3,060	9%
<b>Subtotal Revenues</b>	<b>62,120</b>	<b>97,522</b>	<b>35,130</b>	<b>38,190</b>	<b>3,060</b>	<b>9%</b>
<b>Other Financing Sources</b>						
Transfer In From General Fund	315,897	270,000	270,000	-	(270,000)	-100%
<b>TOTAL REVENUES &amp; TRANSFERS</b>	<b>378,017</b>	<b>367,522</b>	<b>305,130</b>	<b>38,190</b>	<b>(266,940)</b>	<b>-87%</b>
<b>Expenditures</b>						
Professional Services	480	18,320	50,000	50,000	-	0%
Project Specific	1,417	53,641	100,000	250,000	150,000	150%
City Attorney's Office Service	21,470	13,002	25,000	25,000	-	0%
General Repair and Maintenance	16,233	22,159	30,000	30,000	-	0%
Contingency	52,802	(8,310)	100,000	100,000	-	0%
Fiber Optic	5,067	-	-	-	-	N/A
Depreciation	135,118	195,248	-	-	-	N/A
<b>TOTAL EXPENDITURES</b>	<b>232,588</b>	<b>294,060</b>	<b>305,000</b>	<b>455,000</b>	<b>150,000</b>	<b>49%</b>
NET CHANGE IN CASH BALANCE	145,429	73,462	130	(416,810)		
ENDING CASH BALANCE	\$ 145,429	\$ 288,362	\$ 892,670	\$ 620,729	\$ (271,941)	-30%



# ANTELOPE GID

## Fund Balance, Total Financial Sources & Uses

BUDGET DETAIL	2019 Actual	2020 Actual	2021 Adopted	2022 Budget	CHANGE	
	\$	\$	\$	\$	\$	%
BEGINNING FUND BALANCE	\$ 103,550	\$ 81,996	\$ 65,959	\$ 59,109	\$ (6,850)	-10%
<b>Revenues</b>						
Property Tax	155,146	154,762	175,000	175,000	-	0%
Specific Ownership Tax	12,152	10,984	8,000	8,000	-	0%
Investment Income	749	456	500	400	(100)	-20%
<b>TOTAL REVENUES</b>	<b>168,047</b>	<b>166,202</b>	<b>183,500</b>	<b>183,400</b>	<b>(100)</b>	<b>0%</b>
<b>Expenditures</b>						
County Treasurer Fee	2,327	-	2,625	2,625	-	0%
Professional Services	6,300	-	6,250	6,250	-	0%
Bank Fees	746	-	1,000	1,000	-	0%
Principal	95,000	100,000	100,000	105,000	5,000	5%
Interest	85,225	82,239	79,375	76,375	(3,000)	-4%
<b>TOTAL EXPENDITURES</b>	<b>189,598</b>	<b>182,239</b>	<b>189,250</b>	<b>191,250</b>	<b>2,000</b>	<b>1%</b>
NET CHANGE IN FUND BALANCE	(21,551)	(16,037)	(5,750)	(7,850)		
ENDING FUND BALANCE	\$ 81,999	\$ 65,959	\$ 60,209	\$ 51,259	\$ (8,950)	-15%



# CHERRY PARK GID

## Fund Balance, Total Financial Sources & Uses

BUDGET DETAIL	2019 Actual	2020 Actual	2021 Adopted	2022 Budget	CHANGE	
	\$				\$	%
<b>BEGINNING FUND BALANCE</b>	<b>\$ 72,695</b>	<b>\$ 110,323</b>	<b>\$ 146,621</b>	<b>\$ 175,041</b>	<b>\$ 28,420</b>	<b>19%</b>
<b>Revenues</b>						
Property Tax	57,068	57,325	59,300	61,350	2,050	3%
Specific Ownership Tax	4,473	4,095	3,000	3,000	-	0%
Investment Income	2,801	1,405	1,500	2,000	500	33%
<b>TOTAL REVENUES</b>	<b>64,342</b>	<b>62,825</b>	<b>63,800</b>	<b>66,350</b>	<b>2,550</b>	<b>4%</b>
<b>Expenditures</b>						
County Treasurer Fee	856	867	900	930	30	3%
Professional Services	2,500	100	2,500	2,500	-	0%
Bank Fees	344	357	350	400	50	14%
City Attorney's Office Service	57	114	2,000	2,000	-	0%
Grounds Maintenance	16,207	7,812	39,500	39,500	-	0%
General Repair and Maintenance	473	9,305	-	-	-	N/A
Utilities	6,282	7,972	8,000	8,000	-	0%
<b>TOTAL EXPENDITURES</b>	<b>26,718</b>	<b>26,527</b>	<b>53,250</b>	<b>53,330</b>	<b>80</b>	<b>0%</b>
NET CHANGE IN FUND BALANCE	37,624	36,298	10,550	13,020		
<b>ENDING FUND BALANCE</b>	<b>\$ 110,319</b>	<b>\$ 146,621</b>	<b>\$ 157,171</b>	<b>\$ 188,061</b>	<b>\$ 30,890</b>	<b>20%</b>



# FOX RIDGE GID

## Fund Balance, Total Financial Sources & Uses

BUDGET DETAIL	2019 Actual	2020 Actual	2021 Adopted	2022 Budget	CHANGE	
	\$	\$	\$	\$	\$	%
<b>BEGINNING FUND BALANCE</b>	\$ 278,323	\$ 310,876	\$ 2,014,326	\$ 471,316	\$ (1,543,010)	-77%
<b>Revenues</b>						
Property Tax	66,280	67,060	206,150	204,600	(1,550)	-1%
Specific Ownership Tax	5,194	4,755	4,000	5,000	1,000	25%
Investment Income	7,334	2,505	3,500	1,500	(2,000)	-57%
Miscellaneous Loan Proceeds	-	1,955,000	-	-	-	N/A
<b>TOTAL REVENUES</b>	<b>78,808</b>	<b>2,029,320</b>	<b>213,650</b>	<b>211,100</b>	<b>(2,550)</b>	<b>-1%</b>
<b>Expenditures</b>						
Elections	6,000	-	-	-	-	N/A
County Treasurer Fee	994	1,006	2,810	3,070	260	9%
Professional Services	6,090	227,842	870,000	3,000	(867,000)	-100%
Bank Fees	431	370	500	500	-	0%
City Attorney's Office Service	14,512	15,117	7,000	5,000	(2,000)	-29%
Grounds Maintenance	15,797	36,922	37,500	37,500	-	0%
Utilities	4,695	7,813	4,750	4,750	-	0%
Principal	-	36,800	85,000	90,000	5,000	6%
Interest	-	-	53,650	43,160	(10,490)	-20%
<b>TOTAL EXPENDITURES</b>	<b>48,520</b>	<b>325,870</b>	<b>1,061,210</b>	<b>186,980</b>	<b>(874,230)</b>	<b>-82%</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>30,288</b>	<b>1,703,450</b>	<b>(847,560)</b>	<b>24,120</b>		
<b>ENDING FUND BALANCE</b>	<b>\$ 308,611</b>	<b>\$ 2,014,326</b>	<b>\$ 1,166,766</b>	<b>\$ 495,436</b>	<b>\$ (671,330)</b>	<b>-58%</b>





# WALNUT HILLS GID

## Fund Balance, Total Financial Sources & Uses

BUDGET DETAIL	2019 Actual	2020 Actual	2021 Adopted	2022 Budget	CHANGE	
	\$	\$	\$	\$	\$	%
BEGINNING FUND BALANCE	\$ 600,868	\$ 664,962	\$ 723,815	\$ 731,455	\$ 7,640	1%
<b>Revenues</b>						
Property Tax	86,942	88,053	90,000	92,600	2,600	3%
Specific Ownership Tax	6,810	6,235	5,000	5,500	500	10%
Investment Income	15,231	5,054	8,000	5,000	(3,000)	-38%
Insurance Proceeds	7,275	-	-	-	-	N/A
<b>TOTAL REVENUES</b>	<b>116,257</b>	<b>99,342</b>	<b>103,000</b>	<b>103,100</b>	<b>100</b>	<b>0%</b>
<b>Expenditures</b>						
County Treasurer Fee	1,304	1,321	1,350	1,400	50	4%
Professional Services	10,126	6,949	9,500	9,500	-	0%
Bank Fees	428	355	400	400	-	0%
City Attorney's Office Service	1,919	2,128	2,000	2,000	-	0%
Grounds Maintenance	36,415	29,642	106,000	111,700	5,700	5%
Utilities	1,971	94	1,000	1,000	-	0%
<b>TOTAL EXPENDITURES</b>	<b>52,163</b>	<b>40,489</b>	<b>120,250</b>	<b>126,000</b>	<b>5,750</b>	<b>5%</b>
NET CHANGE IN FUND BALANCE	64,095	58,853	(17,250)	(22,900)		
ENDING FUND BALANCE	\$ 664,963	\$ 723,815	\$ 706,565	\$ 708,555	\$ 1,990	0%



# WILLOW CREEK GID

## Fund Balance, Total Financial Sources & Uses

BUDGET DETAIL	2020 Actual	2021 Adopted	2022 Budget	CHANGE	
	\$			\$	%
BEGINNING FUND BALANCE	\$ -	\$ 4,942,271	\$ 4,607,381	\$ (334,890)	-7%
<b>Revenues</b>					
Property Tax	-	294,890	297,550	2,660	1%
Specific Ownership Tax	-	5,000	7,000	2,000	40%
Investment Income	-	-	3,000	3,000	N/A
Miscellaneous	5,181,492	-	-	-	N/A
<b>TOTAL REVENUES</b>	<b>5,181,492</b>	<b>299,890</b>	<b>307,550</b>	<b>7,660</b>	<b>3%</b>
<b>Expenditures</b>					
County Treasurer Fee	-	4,900	4,900	-	0%
Professional Services	130,522	4,660,000	4,602,500	(57,500)	-1%
Bank Fees	-	1,500	500	(1,000)	-67%
City Attorney Services	2,869	15,000	5,000	(10,000)	-67%
Grounds Maintenance	-	10,000	10,000	-	0%
Principal	-	40,000	70,000	30,000	75%
Interest	-	224,890	193,550	(31,340)	-14%
Bond Issuance	105,830	-	-	-	
<b>TOTAL EXPENDITURES</b>	<b>239,221</b>	<b>4,956,290</b>	<b>4,886,450</b>	<b>(69,840)</b>	<b>-1%</b>
NET CHANGE IN FUND BALANCE	4,942,271	(4,656,400)	(4,578,900)		
ENDING FUND BALANCE	\$ 4,942,271	\$ 285,871	\$ 28,481	\$ (257,390)	-90%

# CENTENNIAL URBAN REDEVELOPMENT AUTHORITY

## Fund Balance, Total Financial Sources & Uses

BUDGET DETAIL	2019 Actual	2020 Actual	2021 Adopted	2022 Budget	CHANGE	
					\$	%
BEGINNING FUND BALANCE	\$ 447,370	\$ 391,363	\$ 451,565	\$ 41,865	\$ (409,700)	-91%
<b>Revenues</b>						
Property Tax	5,050,374	5,244,111	5,600,000	5,650,000	50,000	1%
Sales Tax	794,195	299,041	290,000	510,000	220,000	76%
Investment Income	14,352	-	2,500	500	(2,000)	-80%
Miscellaneous Revenues	22,875	-	100,000	100,000	-	0%
<b>TOTAL REVENUES</b>	<b>5,881,797</b>	<b>5,543,152</b>	<b>5,992,500</b>	<b>6,260,500</b>	<b>268,000</b>	<b>4%</b>
<b>Expenditures</b>						
County Treasurer Fee	76,752	80,692	84,000	84,750	750	1%
Professional Services	23,068	5,646	458,200	98,000	(360,200)	-79%
Bank Fees	3,677	1,930	2,500	2,500	-	0%
Property Tax Pass-Thru	5,040,029	5,016,178	5,516,000	5,565,250	49,250	1%
Sales Tax Pass-Thru	794,195	299,041	290,000	510,000	220,000	76%
Miscellaneous	84	79,464	-	-	-	N/A
<b>TOTAL EXPENDITURES</b>	<b>5,937,804</b>	<b>5,482,950</b>	<b>6,350,700</b>	<b>6,260,500</b>	<b>(90,200)</b>	<b>-1%</b>
NET CHANGE IN FUND BALANCE	(56,008)	60,202	(358,200)	-		
ENDING FUND BALANCE	\$ 391,362	\$ 451,565	\$ 93,365	\$ 41,865	\$ (51,500)	-55%